Ontario

Results-based Plan Briefing Book 2011-12

Ministry of Economic Development and Trade

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Ministry Overview

Ministry Vision

The Ontario Government is committed to a strong economy. The Ministry of Economic Development and Trade (MEDT) supports this government priority through its vision for Ontario being a "*global leader in job creation, investment attraction, export development and sustainable economic development".* Our vision, simply put, is *"Ontario…where business works"*.

Ministry Mandate

MEDT provides leadership in sustaining and enhancing the economic competitiveness and growth of Ontario businesses. Our mission is "*to champion Ontario business interests at home and abroad".*

Priorities

<u>Enhanced Investment Attraction and Promotion</u>

- Attract foreign companies and investment to the province to create new jobs in key strategic sectors.
- The ministry's network of International Business Development Representatives (IBDRs) and its Senior Economic Officers proactively engage foreign companies to convey Ontario's value proposition for foreign direct investment.
- Build Ontario's brand as a destination for global business.

<u>Focused Investment Retention and Sector Development</u>

- Through the implementation of comprehensive Sector Strategies, the ministry builds and continues to strengthen sector relationships to support the long-term innovation, productivity and competitiveness of Ontario's strategic sectors in the global market.
    - These strategic sectors include Advanced Manufacturing (Aerospace, Automotive, Clean Technologies, Steel and Chemicals), Information and Communications Technology (Interactive Digital Media), Life Sciences (Bio, Pharma and Medical) and Financial Services.
- Support economic growth at the regional level and work with industry associations to address regional challenges*.*
- Assist new Ontario business in start-up and early stage development through a network of 57 Small Business Enterprise Centres (SBECs).
- Provide opportunities for Ontario's youth to explore entrepreneurship as a viable career option.
- Provide direct business advisory services to Ontario's high performing firms.

Improved Economic Competitiveness in Ontario and Internationally

- Increase Ontario's trade by providing assistance to new and existing exporters diversifying into new markets.
- Assist Ontario's investment attraction efforts through marketing, research, and business immigration to support its network of International Business Development Representatives.
- Advance Ontario's trade interests at the international level and within the domestic market.
- Lead in the development and coordination of economic development, trade, small business and investment policies and programs.
- Deliver economic development programs to stakeholders.

Superior Customer Service

- Continue to streamline and focus the regulatory environment to deliver results for business, while protecting the public interest.
- Deliver better products and services, including service standards and guarantees that support the needs of business.
- Foster an open and responsive working relationship between business and government.

Internal Corporate Support

- Promote modern controllership principles across the ministry to ensure the prudent use of public funds.
- Provide a wide range of corporate and communication services.
- Provide advice and support to help the ministry and government achieve their objectives in economic development, job growth and innovation.
- Provide legal and strategic policy advice and opinions to support the policy, legislative, and operational objectives of the ministry.

Strategies

MEDT will deliver on its mandate by focusing on the following 3 strategies.

1. Economic Development

Support growth in key business clusters and sectors by promoting and supporting new business investment and administering related funding programs. Form partnerships with industry stakeholders to move forward with new economic development initiatives.

Economic Development

Improve Ontario's economic competitiveness and innovation by: promoting regional, sector and cluster development through sector strategy development; supporting regional economic development; and providing assistance to Ontario regions and industry sectors facing economic development challenges.

Strategic Policy

Provide strategic policy options relating to investment, trade and economic development, and support a strong horizontal economic policy development environment that links MEDT with the Ministry of Finance, Cabinet Office and other ministries.

Trade Policy

Support Ontario's participation in international and internal trade negotiations. Provide sound advice on trade policy and on trade disputes.

Open for Business

Create faster, smarter and streamlined government-to-business services and regulations that make Ontario more attractive for business development, while protecting the public interest.

2. Trade and Investment

International Trade and Marketing

Grow Ontario's international profile, global trade, and business immigration with the goal of generating economic vitality and jobs in key strategic sectors.

Investment

Attract foreign companies to the province to create new jobs and investment in key strategic sectors.

Work in partnership with other ministries, the Federal Government and local economic development organizations to support collaborative investment lead generation activities, servicing of investment opportunities and deal closing.

3. Small and Medium Enterprise

Champion the small business community and support the growth and development of small and medium sized enterprises (SMEs) and promote entrepreneurship as a viable career option for youth.

Challenges

The Ministry faces a number of challenges in delivering its mandate in 2011-12. These include:

- The global economy continues to recover unevenly from the recent world-wide recession. This includes a slow economic recovery in the U.S. and fiscal uncertainty in a number of European Union countries (e.g. Greece, Portugal and Ireland).
- Access to capital remains a key challenge across industrial sectors in Ontario and a substantial barrier to growth.
- The earthquake in Japan will likely have both short and long-term global economic impacts, as that country struggles to rebuild its infrastructure.
    - This will likely include impacts on global supply chains for autos, auto parts, electronics and other goods produced in Japan, and a potential decline in global financing if Japanese investors pull money out of global markets to rebuild their domestic infrastructure versus investing abroad.
- Geo-political unrest in key oil-producing regions (e.g. northern Africa and Middle East) will impact on global energy prices and will increase input costs for Ontario's manufacturing sector.
- The high value of the Canadian dollar continues to present a challenge to exporters and to government efforts to encourage investment, especially in the manufacturing sector.
- The potential adoption of protectionist measures in key markets that could restrict access to commercial opportunities for Ontario businesses.
- A major restructuring is continuing to take place across North America and across the globe. Manufacturing has been particularly hard hit as companies face fierce foreign competition from emerging global economies and jobs move to lower cost jurisdictions.
- Ontario's carbon based industries are transitioning to lower carbon footprints, while ensuring they remain productive / competitive in light of investments being made in competing jurisdictions.
- Layoffs and economic uncertainty have created an increase in demand for government services.
- Ontario's renewable energy sector faces uncertainty due to interconnection issues for renewable projects and Japan's World Trade Organization complaint against the Green Energy Act's domestic content provision.
- Heavy industrial users of electricity face a widening gap in power rates between Ontario and competing jurisdictions. Ontario's heavy industrial sectors require innovative solutions to improve their energy efficiency.

- International trade dynamics have changed over the past few years with the shift of economic growth away from developed markets to Brazil, Russia, India and China (BRIC), Gulf Cooperation Countries (GCC), Association of Southeast Asian Nations (ASEAN) and other emerging markets and the emergence of globally integrated supply and value chains.
- Competition for foreign direct investment and/or global supply chain mandates is fierce, with both emerging and mature jurisdictions aggressively marketing their advantages.
- Many other jurisdictions have similar claims to Ontario (e.g. low taxes, etc.) – we need to differentiate Ontario from our competitors

Meeting the Challenges

The ministry plans to work with other ministries and private sector partners to meet these challenges by focusing on:

- Encouraging greater productivity and more innovation across all economic sectors in Ontario.
- Aggressively marketing the attributes of Ontario as a great place to invest, work and live, including support for regional economic development through:
  - Eastern Ontario Development Fund (EODF) - Attracting investments that will contribute to a stronger economy in Eastern Ontario.
  - Communities in Transition (CIT) - Providing assistance to regional economies affected by the economic slowdown.
- Helping growth-oriented small and medium-sized firms identify and/or access the resources they need (from both the public and private sectors) to grow their companies, become more globally competitive, and retain / create new jobs.
- Support Ontario-based businesses in the development and production of next generation products and services.
- Securing new strategic investments to create jobs and growth.
- Mitigating the impact of any disruption to the province’s manufacturing sector due to the Japan crisis by working with the federal government to ensure that companies and workers are supported.
- Advancing the ‘Open for Business’ initiative to create faster, smarter and more streamlined government to business services and regulations with a focus on sectors.
- Continuously consulting with stakeholders and addressing investment and retention opportunities, impediments and issues.
- Obtaining improved access to key markets for Ontario’s exporters and investors, through inter-provincial and international trade negotiations.

- Defending Ontario's commercial interests in trade disputes by leading the development and execution of Ontario's defence.
- Supporting Ontario's key sectors through implementation of comprehensive Sectors Strategies.
- Work with industry and other ministries to support Ontario's transition to a low carbon economy.
- Working with entrepreneurs, including displaced workers and those affected by the economic downturn, to create and sustain new businesses.
- Supporting the growth and development of Ontario's wineries as part of the government's long-term plan for the wine and grape industry.
- Supporting the growth and success of Ontario's craft brewery sector.
- Supporting Ontario's renewable energy and clean technologies sector, including wind, solar and water, by working with the sector and other ministries to resolve issues and further economic growth in Ontario.
- Continuing the delivery of the PROBE for Sustainable Business assessment tool to support Ontario small and medium enterprises in their efforts to become increasingly environmentally sustainable.
- Supporting supplier development initiatives which work to build awareness and linkages for Ontario's manufacturers in Canada's fast-growing energy sector, particularly the wind and solar sectors.
- Supporting supplier development events which provide qualified, innovative, small companies the opportunity to build the resources and relationships needed to work with large Canadian retailers.
- Ensuring a consistent supply of highly skilled talent.
- Implementing many of the key new initiatives that were identified through the recent Trade Review Project that would provide further assistance to Ontario exporters to grow internal capacity, compete successfully in global markets and increase jobs and prosperity in Ontario.
- Continue to aggressively market Ontario's unique business benefits to an international audience.

Ministry Activities

1. ECONOMIC DEVELOPMENT

Strengthening Ontario's Economy

Open Ontario is the government's new strategy toward strengthening the economy and helping the private sector to create jobs through innovation and new opportunities. MEDT is in a strategic position to play a strong role in ensuring success in this new program, outlined in the 2010 Budget. The ministry will also work to position Ontario for long-term success by working with industry stakeholders to foster innovation and drive productivity improvements.

Green Energy
Ontario is on the cusp of being a global leader in renewable energy development, industrial innovation and climate protection. That is why the province will take every occasion to attract innovative green projects that will create green collar jobs for our economy.

Investment Promotion
MEDT will take every opportunity to promote and market the benefits of investing in Ontario. These include tax reform, research and development tax credits, investments in post-secondary education, workers skills and training, health care and infrastructure to name a few.

Strengthening of Industry Clusters
Ontario is strengthening its industry-leading clusters by promoting innovation in key sectors such as Advanced Manufacturing, (Aerospace, Automotive, Clean Technologies, Steel and Chemicals), Information and Communications Technology (including Interactive Digital Media), Life Sciences (Bio, Pharma and Medical) and Financial Services.

Collaboration with Partners to Promote Economic Development
To take advantage of strategic opportunities and to achieve efficiencies, MEDT will work with other Ontario ministries, other levels of government (local and regional), industry organizations and the private sector, to focus on attracting investments to Ontario.

Support is provided to industry advisory councils representing the manufacturing industry, small business and trade.

Forging Business Partnerships
In support of the government’s plan to provide more economic opportunities and better infrastructure, education and health care for rural Ontario, the ministry created a multi-year Eastern Ontario Development Fund (EODF) of up to $80 million to attract investment to rural, eastern Ontario.

MEDT will continue to lead efforts to collaborate with Ontario communities and industry sectors facing economic development challenges, including plant closures, significant job losses and industry-wide restructuring, on a cost-shared basis through the $1 million Communities in Transition (CIT) fund.

The ministry will continue to meet its existing commitments to the automotive, manufacturing and other sectors through the Ontario Automotive Investment Strategy (OAIS), Advanced Manufacturing Investment Strategy (AMIS) and Next Generation of Jobs Fund (NGOJF) programs.

Strategic Policy
Strategic policy options relating to economic development and trade are formulated to support a comprehensive and forward-looking policy agenda through:

- Horizontal (across ministries) integration.
- Examining emerging economic development and investment issues and trends.
- Trade policy, dispute management and international and inter-provincial negotiations.

Open for Business (OFB)
This program works with all government ministries to:

- Create more open and responsive ways for government to work with business.
- Modernize Ontario's regulatory environment.
- Build a foundation for improving services to business that protects the public interest, fosters business competitiveness and welcomes new business to the province.

Some key OFB initiatives include:

- Adopting the federal Business Number as a single account number for dealing with business, replacing the multiple identifiers currently in use.
- Developing and implementing a new risk and performance based environmental approvals system that will transform the environmental approvals program. As a first step, in September 2009, the Ministry of the Environment eliminated a backlog of approximately 1,700 applications.
- Creating a single toll-free business telephone number to serve as a single point of access for business to 12 existing, commonly used ServiceOntario numbers and an additional 70 programs, covering more than 160 telephone numbers. ServiceOntario, in collaboration with Industry Canada, launched the Business Info Line in February 2010.

2. TRADE AND INVESTMENT

International Trade
Assists small and medium-sized Ontario companies with exportable goods and services to access and expand into international markets. Initiatives include international trade missions and exhibitions, virtual trade missions and one-on-one export and market consulting, as well as export education programs and seminars.

Investment Attraction
- The Ministry is involved in all facets of investment attraction including; direct marketing, investment lead generation, sales, servicing and investment retention.

- Direct marketing includes working with the ministry's Marketing Branch on the development and implementation of direct marketing campaigns, including direct mail and other electronic media to keep Ontario top of mind with corporate decision-makers.
- Lead generation and sales activities are conducted through corporate calls to company investment location decision-makers. These corporate calls are undertaken by Ontario's network of 30 locally-engaged International Business Development Representatives (IBDRs) and Investment Division staff and the ministry's Senior Economic Officers.
- Investment servicing focuses on managing client relationships and account management services over the entire lifecycle of the project. This includes strategic business case development, site selection and real estate information, familiarization tours for company executives who may visit Ontario, business immigration services and assistance in accessing and understanding federal and provincial tax and funding programs.
- Aftercare and business retention refers to ministry and Division efforts to work with investors who have sited a facility/location in Ontario to ensure that there are no outstanding investment issues and to identify future opportunities for reinvestment and expansion.

Leverage Investments Through Sound Banking System

In light of the importance that the financial services industry contributes to Ontario's economy and the relative success of Canada's financial institutions throughout the economic downturn, the ministry has established a strong partnership with the Toronto Financial Services Alliance (TFSA) and its federal and local economic development partners to achieve the Toronto Financial Services Global Hub Strategy objectives of: (1) attracting and creating 5,000 additional financial services jobs to Toronto by 2012 and 15,000 by 2015; (2) achieving the #2 financial services position for Toronto in North America and top 10 globally by 2015; (3) developing leading positions for financing Mining, Metals, Energy and Clean Technologies, and Retirement Financing; and (4) growing the fund administration, asset and liability processing, production support and high-value client servicing subsectors.

The ministry will assume the lead on the investment lead generation strategy and dedicate further resources to lead generation and investment attraction activities on behalf of the TFSA. The ministry will also support the broader marketing and promotion efforts of the TFSA.

Business Immigration

Encourages international business people to immigrate and invest their entrepreneurial expertise, technical skills and capital in Ontario. Services include consultations, seminars and information on establishing businesses in Ontario.

International and Domestic Marketing Campaigns
Build awareness of Ontario as a premier investment location and a source of high quality goods and services. This includes the promotion of the ministry's trade development programs and services as well as the development and production of advertising, media relations, direct and interactive marketing web site content development, collateral materials and other technology, including a state-of-the-art geographical information system (GIS).

International Marketing Centres (IMCs)
Provide investment and trade services in key international markets, promote economic interests and raise the profile of Ontario. Headed by the Senior Economic Officers, the centres are co-located within Canadian missions in London, Los Angeles, Munich, New Delhi, New York City, Shanghai, Tokyo, Beijing, Mexico City and Paris.

Ontario Investment and Trade Centre
Ontario's state-of-the-art investment and trade presentation and collaboration centre serves as the focal point for business to access government investment, export and business immigration programs and services.

3. SMALL AND MEDIUM ENTERPRISE

Small Business Enterprise Centres (SBECs)
In partnership with local municipalities, Ontario's network of 57 Small Business Enterprise Centres assists new entrepreneurs in the evaluation and process of business start-up and provides support primarily to early growth-stage businesses through their first five years. Longer established small businesses are also assisted with expansion and growth. Entrepreneurs are provided with easy access to business consulting services and information, workshops and seminars to start and grow their business. The service is managed locally, coordinated provincially, and supported by public and private sector partners.

Business Advisory Services
Through 12 field offices located throughout southern Ontario, staff provide advisory services to innovative, growth-oriented small and medium-sized firms to help these firms identify opportunities for growth and provide advice on exporting, marketing, financing, innovation, sustainability as well as establishing ways to become more competitive through cost reduction strategies. In addition, the branch delivers supplier development programs to connect SMEs to supplier opportunities in energy, clean technology, retail, etc. It also creates networking opportunities for CEOs and presidents to help facilitate their continued success through programs such as the Wisdom Exchange and the Leading Growth Firms series of reports.

Youth Entrepreneurship
Summer Company provides hands-on business training and mentoring, together with financial support, to help enterprising students (ages 15-29) start up and run

their own summer businesses. The Youth Entrepreneurship Partnerships Program provides funding to non-profit organizations to facilitate the development of an enterprising culture among Ontario youth. Ontario Global Edge provides entrepreneurial international work opportunities to post-secondary students, allowing them to gain the experience, knowledge and skills needed to effectively engage in the global market place. The Business Plan Wizard is an e-learning application that presents the theory and skills of creating a business plan in a fun and interactive way. The online Future Entrepreneurs tool kit provides free curriculum support materials on entrepreneurship for teachers to use with students in grades 7 – 10. It promotes the advantages of being entrepreneurial and the importance and impact of entrepreneurship and enterprising skills in our economy.

Promoting Broadband and e-Business

MEDT works with three partner ministries (MGS, OMAFRA and MNDMF) to support the provision of affordable high-speed broadband across rural and remote Ontario to foster economic growth and job creation. E-business information, products and events are delivered to SMEs through the SBECs across Ontario, in order to foster SME adoption and use of e-business to enable them to compete and succeed in the digital economy. A set of e-business resources are provided on the ministry website to promote the uptake of e-business by Ontario SMEs to improve their efficiencies, increase collaboration and help them market their goods and services to the global economy.

The Ontario Business Program Guide

The Ontario Business Program Guide is a free, easy-to-use and up-to-date directory of Ontario government support programs and services for businesses. The Guide saves businesses time and confusion in identifying the government support available to them.

Support for Ontario's Craft Brewers

The Ontario Microbrewery Strategy provides to the Ontario Craft Brewers $1 million per year for three years to fund marketing and related activities that support the growth and development of Ontario's craft brewery sector. In March 2011 the Microbrewery Strategy was extended for an additional two years (2012-13 and 2013-14) at $1.2 million per year. The Ontario Craft Brewers Opportunity Fund (OCBOF) provides $2 million per year for four years to support the continued growth and development of Ontario craft brewers. In March 2011, the OCBOF was extended until 2013-14.

Support for Ontario's Wine Sector

The Ontario Wine Strategy provides $3 million per year for five years to fund marketing and tourism activities that support the growth and development of Ontario's wine industry. The Vintners' Quality Alliance (VQA) Wine Support Program is a support program that provides $6 million per year for five years to encourage the sale of VQA table wines (wines that must contain 100 percent Ontario-grown grapes) through the Liquor Control Board of Ontario.

Programs and Outreach
Analytical and advisory services are provided to other ministries on policy, program, legislative and regulatory proposals that may affect small and medium-sized enterprises.

Highlights of Achievements

A summary of results and activities for 2010-11 follows.

Economic Development

- Developed comprehensive sector strategies for six key industries (Aerospace, Automotive, Chemicals, Clean Technologies, Information and Communications Technology and Life Sciences) to position Ontario for future growth and success.
- The Strategic Jobs and Investment Fund (SJIF) announced support for six projects, which leveraged over $1.4 billion in total industry investment and supported the creation/retention of more than 2,200 highly skilled jobs.
- The Next Generation of Jobs Fund (NGOJF) announced support for 25 projects, which leveraged close to $2.9 billion in industry investment and secured 6,243 highly skilled jobs over a five year period.
- Since the program was launched in December 2005, the Advanced Manufacturing Investment Strategy (AMIS) has made loan commitments of over $160 million to support innovative projects that will generate $1.1 billion in new investments and support the creation or retention of more than 5,200 jobs in 24 communities over a five year period.
- Organized “On the Wings of Innovation 2010”, a symposium that hosted over 50 organizations and enabled Ontario aerospace companies to network and build relationships with major global manufacturers, and introduce Ontario as a world leader in the advanced manufacturing sector.
- Coordinated the Minister’s program at the Farnborough Airshow in July 2010, including hosting Ontario events and eight corporate calls with major aerospace companies.
- Consulted widely with industry and worked with other ministries on a range of topics, including issues affecting the following sectors:
    - Information and Communications Technology
    - Financial Services
    - Manufacturing
    - Chemicals
    - Brand name pharmaceutical
    - Plastics
    - Steel
    - Bio-economy

    - Alternative energy (solar, wind and biogas) and clean technologies (water and smart grid).

- During 2010-11, the Eastern Ontario Development Fund (EODF) supported some 22 projects with a total investment of $13 million. Since the Fund was established in 2008, the government has invested $46 million in 96 projects leveraging a total investment of approximately $386 million. These investments have created almost 1,700 new jobs.
- The ministry continued to collaborate with Ontario communities and industry sectors to respond to local, sector or regional economic challenges by creating new opportunities and attracting new investment. During 2010-11, the Communities in Transition (CiT) Program supported 5 projects with a total investment of $488,000. Since 2006-07, the government has supported 54 projects across the province with a total contribution of $16.7 million.

Trade and Investment

- Closed 38 investment projects, creating 4,909 new jobs with over $945 million in investment.
- Assisted 144 companies with corporate immigration services and hosted over 3,600 existing and potential business immigrants at domestic and international seminars.
- Assisted 1,027 experienced exporters to expand into new markets and 1,029 new exporters to access export markets.
- Organized 61 outbound missions and 4 virtual trade missions, including the Premier's Life Sciences Mission to Israel and the West Bank and the Premier's business mission to China.
- Hosted or attended 62 trade related conferences / seminars.
- Through our media relations efforts, reached close to 400 million potential readers through over 3,000 articles in international news publications and electronic media with an advertising equivalency value of $44.8 million.

Small and Medium Enterprise

- The Entrepreneurship Branch supported start-up and early stage growth of small businesses and promoted youth entrepreneurship, including the following.
    - Ontario's network of Small Business Enterprise Centres helped over 11,500 business start-ups and more than 1,800 business expansions resulting in approximately 14,200 new jobs.
    - A record 650 Summer Company businesses were launched in 2010, compared with 602 in 2009.
    - Over $1.7 million was committed to 32 projects through a fourth round of funding by the Youth Entrepreneurship Partnerships (YEP) program.

- Business Advisory Services provided over 1,600 business consultations and 279 assists to client companies, resulting in:
  - Over 1,520 new jobs created with a payroll of just under $61 million, and 3,349 jobs retained with a payroll of approximately $139 million.
  - $111.5 million in new sales, including $86 million in international and inter-provincial exports.
  - Almost $24 million in cost reductions, $408 million in new capital spending and $25 million in cost savings.
  - Over $42.6 million in debt and equity financing from the private sector and $50.1 million from the public sector.
  - Over $30 million in tax credits and grants, and $28.4 million in new equity.
- The SME Programs and Outreach Branch provided programs, analysis and advocacy to support Ontario SMEs, including:
  - Implementing items from the Ontario First Nations Economic Forum Action Plan, including:
    - delivering workshops giving Aboriginal entrepreneurs, business owners, and organizations an opportunity to develop linkages with federal, provincial and First Nations governments to learn about programs and services that support small business growth and development; and
    - finalizing the First Nations Economic Development Readiness Questionnaire to assist First Nations communities determine their readiness for community economic development.

Key Performance Measures

The ministry's results are measured by tracking the following.

- Investment dollars leveraged and jobs created/retained through the investment attraction programs:
  - Strategic Jobs and Investment Fund (SJIF).
  - Next Generation of Jobs Fund (NGOJF).
  - Advanced Manufacturing Investment Strategy.
  - Eastern Ontario Development Fund.
- New investment dollars attracted in strategic industries.
- Number of companies assisted as measured by new markets entered with MEDT support.
- Number of new entrepreneurs and high performing firms assisted through the Small Business Enterprise Centres and the ministry's Business Advisory Services.

Priorities, Key Results, Divisions & Activities

A STRONGER ECONOMY

Priorities

To support and promote the growth of an innovative, competitive economy
To attract / retain investment and jobs
To support regional / local economic development
To create smarter, faster and streamlined government-to-business services and regulations while protecting the public interest
To create an entrepreneurial culture in the province, including among its youth
To ensure Ontario remains a competitive jurisdiction for manufacturing, including a leader in auto production

Key Results

Dollars of Investment Leveraged
Dollars of Investment Attracted
Jobs Created / Retained
Companies and Entrepreneurs Assisted

Divisions / **Major Activities**

Economic Development

- Provide strategic advice, expert knowledge and analysis on key sectors
- Work with companies in key sectors to encourage strategic investments in the province
- Manage industry relationships & engage key stakeholders
- Develop & implement key sector strategies to enhance sector competitiveness
- Manage economic development programs

Strategic Policy

- Advance Ontario's trade interests
- Lead in the development and coordination of economic development and investment policies

International Trade & Marketing

- Increase Ontario's trade by providing assistance to new exporters and existing exporters breaking into new markets
- Attract Investment to Ontario through business immigration
- Assist Ontario's investment efforts through marketing, research and in-market support
- Build Ontario's brand as a destination for global business
- Leverage Ontario's international presence through International Marketing Centres

Investment

- Proactively target investment opportunities & ensure early engagement
- Strategically generate & qualify leads, working with in-market representation & partners abroad
- Manage client relationships & provide account management over lifecycle of investments
- Promote Ontario internationally
- Deliver economic development programs to stakeholders

Small & Medium Enterprise

- Assist new Ontario businesses in start-up and early stage development
- Create a culture of youth entrepreneurship in the province
- Provide direct business advisory services to Ontario's high performing firms
- Promote broadband development and the use of e-business by Ontario SMEs
- Promote the use of the Ontario Business Program Guide, a directory of Ontario government programs and services for businesses

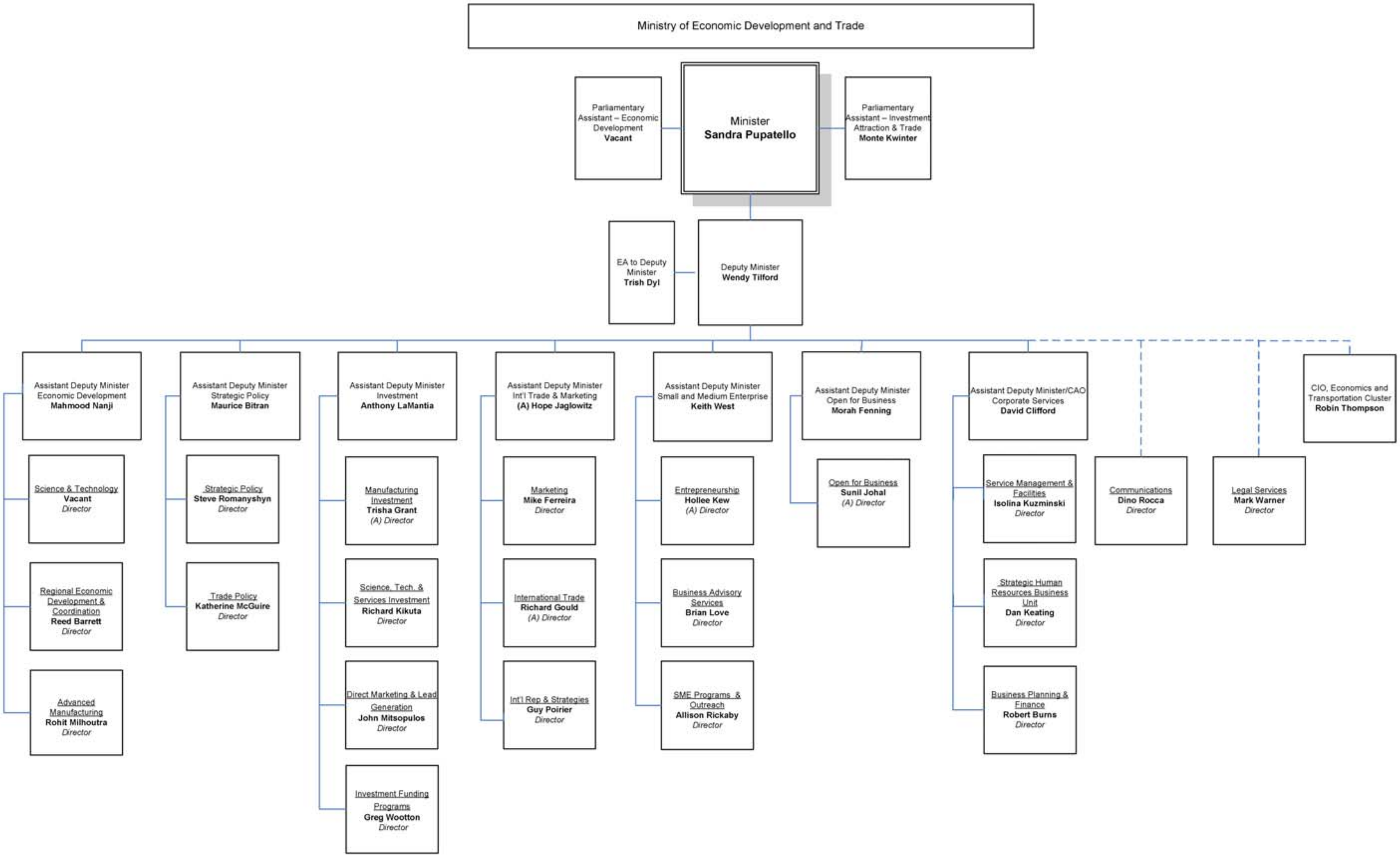
Open for Business

- Create a streamlined and focused regulatory environment that delivers results for business, while protecting the public interest
- Deliver better products and services, including service standards and guarantees that support the needs of business
- Create an open and responsive working relationship between business and government

Corporate Services

Help our program area partners achieve their business objectives by providing strategic advice, leadership and support in the areas of:

- Financial management and controllership
- Talent management
- Diversity
- Emergency management
- IT service management
- Freedom of Information
- Office accommodation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Strategic Human Resources Business Unit Dan Keating Director
Business Planning & Finance Robert Burns Director
Communications Dino Rocca Director
Legal Services Mark Warner Director
CIO, Economics and Transportation Cluster Robin Thompson

LEGISLATION FOR WHICH THE MINISTRY IS RESPONSIBLE

Development Corporations Act

Ministry of Economic Development and Trade Act

Research Foundation Act

AGENCIES, BOARDS AND COMMISSIONS

Advisory Agencies

Ontario Investment and Trade Advisory Council

The Council was established to provide strategic advice and support to the government on promoting Ontario to the world as a preferred location for investment, and helping Ontario firms to begin exporting to new markets or to expand their exports to existing markets

Small Business Agency of Ontario (SBAO)

The SBAO was established to help improve interactions between government and small- and medium-sized enterprises (SMEs) and to serve as a sounding board and provide high level and strategic advice to the government on key issues affecting the growth and competitiveness of SMEs in Ontario

Operational Enterprise Agencies

Ontario Manufacturing Council

The Ontario Manufacturing Council (OMC) was established to advise the government on the challenges and opportunities that Ontario manufacturers face as they compete in a globally competitive marketplace.

Ontario Immigrant Investor Corporation (OIIC)

The OIIC was established to act as a receiving vehicle for immigrant investor funds, as required by the federal government under the federal Immigrant Investor Program.

The Development Corporations

The corporations are currently responsible for managing the wind-down of their financial portfolios in a prudent and fiscally responsible manner. Public servant appointees are responsible for managing the final stages of the corporations' administrative wind-down.

ORTECH Corporation

The assets of ORTECH Corporation were sold off and the corporation is no longer operational. Public servant appointees are responsible for managing the final stages of the corporation's administrative wind-down.

PUBLISHED RESULTS-BASED PLAN 2011-12

MINISTRY FINANCIAL INFORMATION

Table 1: Ministry Planned Expenditures 2011-12

Program Name	Ministry Planned Expenditures ($M)
Operating Expense*	335.554
Capital Expense	0.002
Total Expense	335.556
Operating Assets	101.500
Capital Assets	0.001

*Excludes Net Adjustment – Ontario Immigrant Investor Corporation

Table 2: Operating and Capital Summary by Vote

The Ministry provides leadership in sustaining and enhancing the economic competitiveness and growth of Ontario businesses by: stimulating investment and attracting skilled jobs in key sectors of the new economy; promoting trade and diversifying Ontario's export markets; strengthening Ontario's international profile as a premier location for investment; creating a modern system of government through the Open for Business initiative; and supporting small and medium sized businesses and promoting entrepreneurship among Ontario's youth.

Votes/Programs	Estimates 2011-12 $	Change from 2010-11 Estimates $	Change from 2010-11 Estimates %	2010-11* Estimates $	2010-11* Interim Actuals $	Actuals 2009-10 $
OPERATING AND CAPITAL EXPENSE						
Ministry Administration Program	16,328,700	1,515,300	10%	14,813,400		16,784,561
Economic Development and Trade Program	314,793,500	(4,110,600)	-1%	318,904,100		192,712,738
Total Including Special Warrants	331,122,200	(2,595,300)	-1%	333,717,500	0	209,497,299
Total To Be Voted	331,122,200	(2,595,300)	-1%	333,717,500	0	209,497,299
Statutory Appropriations	4,434,187	2,033,827	85%	2,400,360		1,019,035
Ministry Total Operating and Capital Expense	335,556,387	(561,473)	0%	336,117,860	0	210,516,334
Net Adjustment - Ontario Immigrant Investor Corporation	17,503,000	3,780,000	28%	13,723,000		12,895,999
Total Including Consolidation and Other Adjustments	353,059,387	3,218,527	1%	349,840,860	0	223,412,333
OPERATING AND CAPITAL ASSETS						
Economic Development	101,501,000	(25,200,000)	-20%	126,701,000		45,291,896
Total To Be Voted	101,501,000	(25,200,000)	-20%	126,701,000	0	45,291,896
Total Assets To Be Voted	101,501,000	(25,200,000)	-20%	126,701,000	0	45,291,896

* Estimates for the previous fiscal year are restated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the Ontario Budget.

APPENDIX

ANNUAL REPORT 2010-11

The Ministry of Economic Development and Trade (MEDT) provided leadership in fostering a competitive business climate to attract jobs and investment to Ontario. The ministry supported the government's Economic Plan Priority 'A Strong Economy for a Strong Ontario.'

In 2010-11, the ministry contributed to economic growth by attracting investments as shown in this report.

Strategic Jobs and Investment Fund

The Strategic Jobs and Investment Fund (SJIF) is a $375 million fund ($125 million grant, $250 million loan) consisting of conditional grants and interest-free loans, that will help transition Ontario's economy and build global competitiveness and long-term prosperity.

The fund targets support towards four priority sectors of Ontario's economy:

- Clean/Green Technologies;
- Financial Services;
- Information and Communication Technologies; and
- Life Sciences.

Approved at Treasury Board on April 15, 2010, the Strategic Jobs and Investment Fund was launched on June 4, 2010.

Six SJIF projects were announced in 2010-11.

- The Strategic Jobs and Investment Fund has announced Ontario support of more than $83 million ($52.4 million in grants and $31 million in loans) to support total industry investment of over $1.4 billion and more than 2,200 highly skilled jobs.

Company	Location	Loan Funding ($M)	Grant Funding ($M)	Total Project Investment ($M)	Jobs Created/ Retained
2010/11 Announced Projects					
Huawei	Ottawa	0.00	6.50	67.00	164
Max Aicher (North America)	Hamilton	9.00	0.00	106.25	300
Avaya	Ottawa/ Belleville	0.00	5.00	165.00	350
Ciena	Ottawa	0.00	25.00	900.00	1320
ArcelorMittal Dofasco	Hamilton	22.00	8.00	152.90	0
GE SmartGrid	Markham	0.00	7.90	39.70	146
Total Announced Projects		**31.00**	**52.40**	**1,430.85**	**2,280**

Next Generation of Jobs Fund (NGOJF) – Jobs and Investment Program

As at March 31st 2011, NGOJF has announced support for 25 projects, which leveraged just over $2.9 billion in industry investment and secured 6,243 high skilled jobs, through total Ontario support of approximately $421 million over a five year period.

The acceptance of new NGOJF applications was placed on hold as of December 15, 2009. However, the program continues to process and administer complete proposals received prior to its pause date.

Next Generation of Jobs Fund (Jobs and Investment Program) Projects

Company	Location	Ontario Investment ($M)	Total Project Investment ($M)	Jobs Created/ Retained
Total Prior Years Announced Projects:		**$308.43**	**$2,139.87**	**3,974**
2010/11 Announced Projects				
SiGe	Ottawa	$7.00	$46.90	64
Fifth Light	Oakville	$3.75	$25.00	100
Sandvine	Waterloo	$25.50	$170.00	270
Heroux Devtek	Kitchener	$3.98	$26.50	40
Teva Canada	Stouffville	$6.48	$56.70	202
L3 Wescam	Burlington	$17.56	$117.06	930
ASC Signal	Whitby	$0.91	$6.07	123
Dalsa	Waterloo	$24.25	$161.67	346
Desire2Learn	Kitchener	$4.25	$28.00	54
ArcelorMittal Dofasco	Hamilton	$13.60	$100.00	0
VIXS Systems Inc.	Toronto	$6.15	$40.97	140
Sub-total 2010/11 Announced Projects		**$113.43**	**$778.87**	**2,269**
Total Announced Projects		**$421.86**	**$2,918.74**	**6,243**

Advanced Manufacturing Investment Strategy (AMIS)

As at March 31, 2011, AMIS has made loan commitments of $169 million to support innovative projects that will generate over $1.1 billion in new investments and support the creation or retention of more than 5,200 jobs in 24 communities over a five year period.

The Advanced Manufacturing Investment Strategy is no longer accepting applications since February 5, 2010. However, the program continues to process and administer complete proposals accepted prior to the official pause date.

Advanced Manufacturing Investment Strategy Projects

Company	Location	AMIS Funding ($M)	Total Project Investment ($M)	Jobs Created/ Retained
Total Prior Years Announced Projects		**$118.96**	**$960.84**	**4,477**
2010/11 Announced Projects				
HC Starck Canada inc	Sarnia	$4.14	$13.80	38
Nova Chemicals Ltd.	Sarnia	$10.00	$78.30	80
Concours Mold	Lakeshore (Windsor)	$2.73	$9.10	250
Golden Valley Farms Inc.	Arthur	$3.72	$12.60	106
Ionics Mass Spectronmetry Group Inc.	Bolton	$3.99	$13.30	51
Firan Technology Group Corporation	Toronto	$5.11	$17.03	80
ITS Electronics Inc.	Concord	$3.46	$11.52	50
Ferrero Canada Ltd.	Brantford	$9.20	$30.60	40
Atlas Block	Hillsdale	$4.79	$15.98	16
Concept Plastics	Mississauga	$3.07	$10.25	53
Sub-total 2010/11		**$50.21**	**$212.48**	**764**
All Announced Projects Total		**$169.17**	**$1,173.32**	**5,241**

Eastern Ontario Development Fund (EODF)

During 2010-11, the Eastern Ontario Development Fund supported some 22 projects with a total investment of $13 million. Since the Fund was established in 2008, the government has invested $46 million in 96 projects leveraging a total investment of approximately $386 million. These investments have created almost 1,700 new jobs.

EODF Announced Projects 2010-11

Company	Location	Ontario Investment	Investment Levered	Jobs Created	Jobs retained
MacEwen Grain Inc.	Maxville	$1,500,000	$10,198,912	5	10
Ottawa Manufacturers' Network (OMN)	Rural Eastern Ontario	$245,000	$490,000	Not applicable	Not applicable
Impressions imprimerie-printing inc.	Embrun	$127,710	$851,399	5	10
Cameron Steel Inc.	Lindsay	$682,409	$4,657,394	10	51
Nestle Canada Inc.	Quinte West	$1,500,000	$14,615,000	13	298
Canadian Blast Freezers Ltd.	Quinte West	$620,820	$4,138,805	75	10
Kingston Process Metallurgy, Kingston	Kingston	$186,159	$1,241,062	5	11
Farines SPB Limited	Peterborough	$217,510	$1,450,071	13	29.0
BelleTile Inc.	Belleville	$914,776	$6,098,506	31	0
Deslaurier Custom Cabinets Inc.	Renfrew	$880,659	$5,871,057	25	93
Metro Paper Industries Inc.	Quinte West	$475,000	$3,177,000	26	92
Reynolds Food Packaging Canada	Summerstown	$102,225	$681,500	45	75
Sir Sam's Ski Area Limited	Eagle Lake	$184,500	$1,291,500	10	25
417 Bus Line Ltd.	Casselman	$139,365	$5,929,500	10	55
Sybron Canada	Morrisburg	$412,941	$2,752,939	10	283
Siemens Milltronics Process Instruments	Peterborough	$283,550	$1,890,337	10	326
Stantive Technologies	Kingston	$300,000	$3,310,000	7	10
Autosystems, a division of Magna International	Belleville	$842,986	$5,619,912	56	621
Bombardier Transportation Canada Inc.	Millhaven	$1,500,000	$13,483,206	10	181
George A. Wright & Son Limited	Kingston	$1,392,342	$9,282,282	16	50
Fraser Scates Ltd (Central Smith Creamery	Peterborough	$174,801	$1,165,342	10	20
Stonescape Ontario Inc.	Buckhorn	$377,500	$3,775,000	10	10
Announced 2010-11		**$13,060,253**	**$101,970,724**	**402**	**2,260**
Total (to date) Approved Projects		**$45,959,198**	**$385,827,530**	**1,658**	**8,323**

Communities in Transition (CIT) Program

During 2010-11, the Communities in Transition Program supported 5 projects with a total investment of $488,000. Since 2006-2007, the government has supported 54 projects across the province with a total contribution of $16.7 million.

Communities in Transition Projects 2010-11

Project	Investment ($)
Durham Region	83,000
Prescott and Russell	40,000
Welland	170,000
Gananoque	170,000
City of Thorold	25,000
Announced 2010-11	**$488,000**
Total (to date) Approved Projects	**$16,727,381**

Automotive Strategy (Ontario Automotive Investment Strategy, Large Scale Strategic Investments and Strategic Manufacturing Investments)

In 2010-11, key achievements included:

- Production across Ontario's auto sector increased 39% in 2010 over 2009.
- Honda added a second shift with 400 jobs at its No. 2 assembly plant in Alliston in early 2011. Honda attributes the second shift announcement to the rebounding economy and increased demand for its products.
- GM announced a combined $480 million investment in its St. Catharines powertrain facility, securing up to 800 jobs. GM also announced a $96 million capacity expansion investment at CAMI Automotive. The addition of new shifts has secured over 1,300 jobs for Oshawa and 819 for CAMI, resulting in the recall of all production workers along with the hiring of over 300 new employees.
- Chrysler announced that it would invest $27.2 million at its Etobicoke casting plant which will help preserve 280 jobs.

Auto Restructuring

In 2010-11, MEDT continued to support the management of Ontario's interest in GM and Chrysler.

- GM repaid its loan from the province with interest, and Ontario has sold some of its equity in the company through the IPO.
- Chrysler paid interest and some of the principal back on loans extended by the province.

Open for Business (OFB)

Results to Date

- One of the ways OFB is implementing a new relationship with business is through the government's business sector strategy. Under this strategy, organizations from various sectors identify the top five priorities affecting businesses in their industry/sector. Ministries have two months to address those priorities, explain if they cannot be addressed and deliver alternative solutions.
    - Ministries have successfully addressed the priorities of the building and land development, manufacturing, medical technologies and information and communication technology sectors. Work with the agriculture/agri-food and hospitality sectors is currently underway.
- With input and feedback from business, we have improved the consistency, quality and accessibility of over 500 business service standards across 17 ministries, and we are continuing to make our services faster, smarter and easier.
    - In April 2011, OFB launched a searchable, sortable site for business service standards on Ontario.ca/business.
- Ontario has implemented a Regulatory Policy that gives business and stakeholders increased predictability and transparency in the regulatory development process:
    - As of November 1, 2009, all proposed regulations that affect business must be posted on the Regulatory Registry website. Since April 1, 2010, regulatory proposals that affect business must be posted for a minimum of 45 days.
    - Ontario has implemented Twice Annual Effective Dates – this means regulations affecting business now come into effect twice a year, on January 1st and July 1st. Introducing regulations on two routine dates per year gives business greater predictability and helps business plan ahead. Ontario is the first jurisdiction in Canada to implement this type of initiative.
- *The Open for Business Act, 2010* delivers significant time and cost savings for business, while continuing to protect the public interest. The Act helps to:
    - Streamline approvals and modernize services.
    - Harmonize legislation with federal, provincial and municipal levels of government to lighten the administrative burden on business.
    - Deliver faster and easier government-to-business services while continuing to provide appropriate government oversight.
    - Respond to business and stakeholder requests to address specific issues.

Trade and Investment

Through its investment activities the ministry attracted over $945 million* in new investment and the creation of 4,909 new jobs. Some examples of new investments include:

2010-11 Investment Attracted			
Company	**Location, Sector**	**Investment $M Attracted**	**No. of Jobs**
Solar Bankcorp/HHV	Windsor, Renewable Energy	130.6	300
CITCO	Toronto, Financial Services	60	220
ASC Signal	Whitby, Information Technology	31.2	123
Siemens	Tillsonburg, Renewable Energy	68.4	300
Showa	Schomberg, Automotive	25.7	297
Online Support	North Bay, Business Process Outsourcing	18.6	300

* Note: In some circumstances, there is dual reporting of investment results between the Investment Funding Programs Branch and the rest of the Investment Division. This duplication of reporting exists because the Division works directly with a company to locate its investment to Ontario, but in some circumstances funding is required to secure the investment.

- Assisted 1,027 experienced exporters to expand into new markets and 1,029 new exporters to access export markets;
- Organized a Premier's Life Sciences Mission to Israel and the West Bank consisting of 42 business delegates from 31 organizations. The mission resulted in 9 contracts / agreements signed including Teva's announcement of a $56 million investment to expand their Stouffville plant creating 20 new jobs;
- Organized the Premier's Mission to China resulting in over $256 million in investment and tourism opportunities for Ontario;
- Assisted 144 companies with corporate immigration services and hosting over 3,600 existing and potential business immigrants at domestic and international seminars;
- Hosted over 20,000 visitors at the Ontario Investment and Trade Centre through 950 events;
- Reached close to 400 million potential readers through over 3,000 articles in international news publications and electronic media with an advertising equivalency value of $44.8 million;
- Provided a total of $40.4 million through the Ontario Immigrant Investor Corporation to Infrastructure Ontario Projects Corporation's Loan program since the loan agreement was signed in January 2011. This translates to over 2,500 full time jobs created;

- Client feedback indicates that through participation in our trade programs they have achieved potential export sales valued at several $100 million;
- 86% client satisfaction rating for trade programs; and
- 94% client satisfaction rating for business immigration programs.

Small and Medium Enterprise

Through its **Entrepreneurship and Youth** programs, services and initiatives, the ministry:

- Assisted in the creation of over 11,500 new businesses and more than 1,800 business expansions and the creation of approximately 14,200 new jobs through the network of 57 Small Business Enterprise Centres (SBECs).
- Provided support to the relocation of the Markham Small Business Centre to the new Markham Convergence Centre, which also hosts The Venture Lab, Markham Board of Trade, the York Technology Alliance, the Innovation Synergy Centre of Markham and York University. This initiative was designed to bring together organizations supporting innovation and growth in the ICT sector in addition to supporting entrepreneurship and small business development in York Region.
- Administered the Ontario Global Edge program with 64 overseas placements for entrepreneurial students through post-secondary institutions.
- Supported 650 students in 2010 to start and manage their own businesses through the Summer Company program.
- Committed over $1.7 million to 32 projects through a fourth round of funding by the Youth Entrepreneurship Partnerships (YEP) program.
- Launched the Business Plan Wizard to an estimated two million students and 175,000 teachers through MEDU's Ontario Educational Resource Bank, a repository of educational resources for secondary school teachers. The Wizard is also available in French and English through a number of small business support group websites
- Through its partnership with MGS, OMAFRA and MNDMF, supported the provision of affordable high-speed broadband across rural and remote Ontario to foster economic growth and job creation.
- Coordinated and supported 142 e-business events, which were hosted by the ministry's network of 57 SBECs and attracted 3,410 participants.
- Distributed 11,410 copies of an introductory e-business handbook entitled *How You Can Profit from E-Business* and 12 booklets on advanced e-business topics.
- Increased awareness of the Ontario Business Program Guide through marketing and promotion that reached over 150,000 individuals, businesses and business organizations, and doubled annual visits to the Guide's website. Following the Open for Business consultation with Information Technology Association of Canada, made the Guide more comprehensive and user-friendly through improvements, including user instructions and FAQs, additions to program content and implementing a link to the customizable program search function in Service Ontario's One Source for Business.

Through **Business Advisory Services'** initiatives and efforts working directly with Ontario SMEs across southern Ontario:

- Business Advisory Services provided over 1,600 business consultations and 279 assists to client companies, resulting in:
  - Over 1,520 new jobs created with a payroll of just under $61 million, and 3,349 jobs retained with a payroll of approximately $139 million.
  - $111.5 million in new sales, including $86 million in international and inter-provincial exports.
  - Almost $24 million in cost reductions, $408 million in new capital spending and $25 million in cost savings.
  - Over $42.6 million in debt and equity financing from the private sector and $50.1 million from the public sector.
  - Over $30 million in tax credits and grants, and $28.4 million in new equity.
- In conjunction with the Innovators Alliance, held "An Evening with Innovators" attended by over 90 CEOs and presidents of Ontario's high performance firms and other business leaders.
- Produced Leading Growth Firm Report 18: *Driven by Innovation: Success Strategies of Winning Ontario Firms*, which was distributed to the CEOs of over 3,500 companies and is available on the ministry website.
- Hosted five Energy Connections events in partnership with the Canadian Manufacturers and Exporters to provide companies with market and industry intelligence and supports energy related trade shows.

Date	Location	Attendees
Nov. 23, 2010	St. Catharines	82
Dec. 1, 2010	Oshawa	74
Jan. 26, 2011	Kingston	84
Mar. 3, 2011	Kitchener	81
Mar. 10, 2011	London	41

Through its **SME Programs and Outreach** services, the ministry:

- Provided $6 million to 65 Ontario wineries under the Vintners Quality Alliance (VQA) Wine Support Program.
- Provided $3 million to the Wine Council of Ontario under the Ontario Wine Strategy.
- Provided $1 million to the Ontario Craft Brewers under the Ontario Microbrewery Strategy.

- Provided $1.8 million to 37 craft beer manufacturers for marketing and product development and provided $200,000 to the Ontario Craft Brewers under the Ontario Craft Brewers Opportunity Fund.
- Implemented mandatory minimum 45 day comment period for all consultation postings on the Regulatory Registry. This requirement is outlined in Ontario's Regulatory Policy and meets the obligation set out in the Ontario-Quebec Trade and Co-operation Agreement.
- Collaborated with the Chiefs of Ontario and the Ministry of Aboriginal Affairs in the development of an action plan to address recommendations stemming from the Socio-economic Roundtable at the Ontario First Nations Economic Forum in January 2010.

Table 1: Ministry Expenditures

	Ministry Actual Expenditures ($M) 2010-11
Operating	269.1
Capital	-
Staff Strength (As of March 31, 2011)	431.3