

Results-based Plan Briefing Book 2012-13

Ministry of Economic Development and Innovation

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Ministry of Economic Development and Innovation

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PART I: PUBLISHED RESULTS-BASED PLAN 2012-13

Ministry Overview, Vision and Mandate

The Ontario government is committed to creating a strong, diversified and globally competitive economy that will provide jobs, increase productivity and result in prosperity for all Ontarians.

The Ministry of Economic Development and Innovation's (MEDI) mandate centres on supporting domestic companies; strengthening and promoting Ontario, both domestically and internationally as a premier location for investment, trade, research, innovation and commercialization.

The Ministry is focused on building an Ontario economy that is forward-looking, agile and innovative.

Strategic Priorities

The Ontario government is committed to building a strong and competitive economy that creates jobs and prosperity today and in the future. Supporting businesses and research to enhance productivity and innovation paves the way to a stronger Ontario. The Ministry is dedicated to this commitment by focusing on six key goals:

1. Attract, expand and retain high-value, quality investment and jobs in target markets and sectors

- Lead economic development through supporting strategic investment opportunities.
- Enhance and/or disseminate economic sector expertise through implementation of seven sector strategies, development of strategic market intelligence and participation at key conferences/events.
- Drive client outreach and stakeholder management through strategic forums/sector roundtables, finalizing/executing priorities with key stakeholders.
- Develop and implement Ontario's Global Economic Strategy by increasing awareness of Ontario's economic business advantages; assist the Premier and Minister in projecting Ontario on the world stage; maintain an onsite international presence; and use business immigration programs to lever investment.
- Manage a program of internationally located contracted In-Market Business Development Representatives to prospect and develop foreign direct investment opportunities from strategic sectors in target markets.
- Oversee Ontario's efforts to promote innovation and facilitate a robust venture capital industry.

2. Support Ontario businesses to export or expand into new export markets

- Expand Ontario's exports by increasing the number of new exporters and encouraging export market diversification.
- Assist in advancing export transactions and projects through in-market advocacy.
- Identify new market opportunities for Ontario exporters.
- Lead trade missions with Ontario businesses.
- Build a global mind-set at the local and regional level through Community Export Development initiatives.

3. Support leading-edge research and innovation in Ontario and promote Ontario's excellence in this area to the world

- Through the Ministry's suite of research programs, fund leading-edge research in Ontario to develop talent, build infrastructure and cultivate and support new ideas.
- Foster continued research and innovation in the physical sciences and imaging through support of dedicated research institutes.
- Support internationally recognized institutes that harness Ontario's strength in health research and focus on commercialization and improved patient and health outcomes.
- Oversee Ontario's efforts to promote innovation and facilitate a robust venture capital industry.

4. Provide supports to Ontario's small and medium-sized enterprises (SMEs), including focused supports for innovative and high growth firms

- Assist entrepreneurs and youth in the process of start-up and early-stage business development through partnerships with municipalities, private sector and the Ministry of Northern Development and Mines.
- Support enhancement of productivity and increased sustainability among Ontario's high growth firms in order to encourage their competitiveness on a global scale.
- Support stimulation of a constructive business environment, including infrastructure that encourages the development of high growth firms.
- Provide information, advice and services to Ontario's high growth firms, communities, business networks and other regional development stakeholders.
- Support the growth of small and medium enterprises in key clusters with strategic initiatives.
- Create a culture of entrepreneurship by promoting entrepreneurial skills, qualities and opportunities for Ontario's youth including programming for aboriginal, francophone, rural and under-served youth.

5. Provide economic and innovation related policy and research support to the Ontario government

- Support the Government's commitment to establish a new Jobs and Prosperity Council and related Jobs and Prosperity Fund.
- Lead innovation-related research used to track and measure Ontario's productivity, competitiveness, and job creation capacity.
- Provide advice on strategic policy options to strengthen Ontario's innovation ecosystem and investments in research and commercialization.
- Proactively undertake economic research and analysis and develop policies to further Ontario's economic development and trade interests.
- Develop, lead and implement key innovation-related government strategies within and across Ministries, track international trends, and promote innovation best practices across the Ministry and government.
- Lead the development and coordination of the Ministry's policy agenda
- Lead and coordinate Ontario's engagement in innovation-related Federal-Provincial-Territorial policy deliberations.
- Represent and advance Ontario's trade interests in international and inter-provincial trade negotiations and disputes.

6. Lead the government's Open for Business initiative

- Modern Government: create a streamlined and focused regulatory environment that delivers results for business, while protecting public interest.
- Modern Services: deliver better products and services, including service standards that support the needs of business.
- New Relationship with Business: create an open and responsive working relationship between business and government.

Ministry Activities

The following are the major programs and services delivered by the Ministry:

GLOBAL COMPETITIVENESS AND INVESTMENT ATTRACTION

The Ministry works with companies in key sectors to encourage strategic investments in the province. This includes proactively targeting investment opportunities and ensuring early engagement.

Strategic Jobs and Investment Fund - is a grant and loan program that attracts investment in leading-edge projects that will build strategic capacity and cluster development as well as create new high-value-added jobs. The Fund provides flexible strategic investment support for business so that Ontario can successfully compete against other jurisdictions to attract

investments in leading edge priority sectors within the clean/green technologies; financial services; information and communication technology; and life sciences sectors of Ontario's economy.

Through the Global Economic Strategy the Ministry offers a number of support programs and services targeted to new and experienced exporters. These include one-on-one market consulting, exporter skills development and market seminars; incoming buyers' programs; trade missions and exhibitions; advocacy with international buyers, decision-makers and influencers; and organizing Premier's and Minister's missions. Business immigration services include corporate immigration, temporary foreign workers, immigration investment programs, and orientation seminars for new business immigrants. The Ministry also operates Ontario's ten high profile international offices and the Ontario Investment and Trade Centre in downtown Toronto.

International Representation Programs - the Ministry operates ten international Marketing Centers that attract investment (as well as support trade and represent Ontario's economic interest); and manages the In-Market Business Development Representation Program charged with attracting foreign direct investment from priority markets and strategic sectors.

As well, the Ministry uses a highly targeted multifaceted marketing program including advertising; media relations, direct and interactive marketing and social media to increase the awareness of Ontario's economic business advantages. Senior Business Advisors in 12 regional offices across southern Ontario provide targeted advisory services to Ontario's innovative, growth-oriented small and medium businesses.

Next Generation of Jobs Fund - was part of the government's economic development strategy to stimulate economic growth and create a sustainable and globally competitive workplace for the next generation of Ontarians. The Fund supported research, development and commercialization in innovative industries and attracted new investments in strategic areas of Ontario's economy which included clean automotive and other green technology; health and biotechnology research and development; creative industries (e.g., digital media); and pharmaceutical research and manufacturing. Although the Fund stopped accepting applications in December of 2009, existing program contracts continue to be actively managed and monitored.

INNOVATION AND ENTREPRENEURSHIP

The Ministry promotes innovation and entrepreneurship in Ontario through its many initiatives that help entrepreneurs and companies with high-growth potential transform leading ideas and discoveries into tomorrow's technologies, products and services. Some key programs include:

Commercialization and Innovation Network Support - is a suite of commercialization support services which include the Ontario Network of Excellence, Business Acceleration Program and the Industry-Academic Collaboration Program. It is a vital component in the delivery of Ontario's Innovation agenda and ensures that Ontario innovations have every opportunity to generate new business, companies and jobs within the province. The

Network also provides educational and funding programs which focus on strengthening entrepreneurial talent, creating globally competitive businesses and support innovators throughout their process.

Centre for Research and Innovation in the Bio-Economy - the Centre establishes a world-class bio-fibre utilization cluster in Thunder Bay which attracts world-class researchers and industry leaders to develop the next generation of renewable forestry bio-products. The Centre attracts new companies, jobs, innovation and new prosperity to Northern Ontario. It continues to support projects that will develop the next generation of bio-products, including environmentally friendly substitutes for a range of materials used in Ontario's industries.

Innovation Demonstration Fund - a discretionary, non-entitlement funding program which focuses on emerging technologies, with a preference towards new environmental, alternative energy, bio-products, hydrogen and other globally significant technologies. The Fund supports pilot demonstrations that lead to the commercialization of processes and/or products in Ontario that are globally competitive, innovative Green technologies and addresses the financing gap which exists between research and development and the commercialization of new technologies.

Ontario's Life Sciences Commercialization Strategy - is Ontario's plan to be the best place in the world to take innovative life sciences discoveries and turn them into new products and services that meet health needs by capitalizing on our world-class talent, research capacity and collaborative spirit. This strategy provides supports to attract and nurture scientific excellence, facilitate greater collaboration and streamline infrastructure for clinical trials and investigational testing.

Small Business Enterprise Centers - Ontario's network of 57 Small Business Enterprise Centers (SBECs), operation in partnership with municipalities, provide entrepreneurs with the tools they need to start and grow their businesses. They offer free consultations with a qualified business consultant, business skills development through seminars and workshops, internet and computer access for business research and planning, and review of business plans. The service is managed locally, coordinated provincially and supported by public and private sector partners.

Youth Entrepreneurship - The Ministry promotes youth entrepreneurship as a viable career option and business skills development through a range of programs, partnerships and grants. Youth programs include the following:

- Summer Company
- Youth Entrepreneurship Partnerships Program
- Ontario Global Edge
- Business Plan Wizard
- Future Entrepreneurs

The Ontario Business Program Guide - delivers business support information online through a one-stop guide to over 60 important programs and services for entrepreneurs and business owners

E-Business - the Ministry supports inter-ministerial initiatives to improve access to affordable high-speed broadband for all Ontarians and promotes the adoption of e-business by small and medium enterprises through training and resource materials to increase their competitiveness and success in the digital economy.

REGIONAL ECONOMIC DEVELOPMENT

The Ministry leads economic development in Ontario through strategic investment in key regions of the province and managing relationships with stakeholders. Key programs include:

Eastern Ontario Development Fund - supports projects that create and retain jobs, encourage the introduction of new technologies, assist private sector firms, communities and sector groups to pursue growth in new markets, improve their competitive position, and ultimately, contribute to the diversification of the economy of Eastern Ontario. The Fund provides grants and loans to businesses and not-for-profit organizations to support projects that will attract investment and support job creation in the region.

Southwestern Ontario Development Fund - proposes support for Southwestern Ontario's economic recovery and encourages economic structural adjustments towards innovative, value-added sectors. The Fund will be designed to support the attraction and retention of employment and investment and will promote innovation and cluster development and collaborations in the region.

Communities in Transition - supports communities and industry sectors facing economic development challenges, significant job losses and industry-wide restructuring by assisting recipients to set strategies, build capacity and implement new economic development initiatives.

RESEARCH

The Ministry supports and promotes research in Ontario by leading key strategies and programs that ensure Ontario is globally competitive in the creation and adoption of new ideas and technology. Key programs include:

Ontario Research Fund – Research Excellence - provides researchers with the support to undertake cutting-edge research and promotes research excellence in Ontario by supporting transformative, internationally significant research of strategic value to the province. The Fund focuses on scientific excellence and strong commercialization potential and targets new, leading-edge, transformational research initiatives while fostering and celebrating innovation through its outreach activities.

Ontario Research Fund – Research Infrastructure - supports the modernization, development and acquisition of new research infrastructure. The Fund ensures researchers have the funds to invest in state-of-the art equipment and facilities which enable research institutions to attract the best talent and create essential capacity to conduct world-leading research. Promising new areas of research and technology development are supported

through the Small and Large Infrastructure Funds and the College Industry Innovation Fund.

Early Researcher Awards - helps promising, recently-appointed Ontario researchers build their research teams of undergraduate and graduate students, post-doctoral fellows, research assistants, associates, and technicians. The program encourages applications from a diverse range of disciplines including math, physics, life sciences, social sciences and arts and humanities. It helps Ontario research institutions attract and retain leading edge researchers.

Ontario Brain Institute - provides strategic direction for brain research in Ontario and is helping raise Ontario's international profile and role in neuroscience scholarship and the global marketplace. The Ontario Brain Institute has made significant progress in harnessing the province's leading edge brain research expertise in a collaborative infrastructure to translate discoveries made in the lab into products in the marketplace and services in Ontario hospitals.

Ontario Institute for Cancer Research - is an independent, not-for-profit corporation dedicated to research on the prevention, early detection, diagnosis and treatment of cancer. Discoveries at the Institute have the potential to significantly transform Ontario's health care delivery. OICR is the first collaborative institute in Canada to focus on the entire spectrum of cancer issues; it is translating research results into prevention, better patient care, and the commercialization of new technologies and therapies. The Institute has helped build an exceptional community of innovation and research excellence in Ontario and nationally.

International Research Collaborations - support innovative, globally-significant research of strategic value, and generate positive economic, technological, scientific and social impacts and new intellectual property, patents and licenses for Ontario-based researchers, institutions and businesses.

Highlights of Achievements

The Ministry of Economic Development and Innovation (MEDI) is committed to creating a strong and vibrant economy. The following highlights the achievements of the Ministry for the 2011-12 fiscal year:

Economic Development

Eastern Ontario Development Fund (EODF)

During 2011-12, the Eastern Ontario Development Fund (EODF) supported some 33 projects with a total investment of \$14.8 million. Since the Fund was established in 2008, the government has invested \$53.5 million in 116 projects leveraging a total investment of approximately \$493 million. These investments have created almost 2,000 new jobs.

Communities in Transition (CiT) Program

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 2011-12, the Communities in Transition (CiT) Program supported 5 projects with a total investment of \$1.8 million. Since 2006-07, the government has supported 61 projects across the province with a total contribution of \$17.5 million.

Strategic Policy

- Protected and promoted Ontario's interests during four intensive rounds of the Canada-EU Comprehensive Economic and Trade Agreement (CETA) negotiations.
- Conducted wide ranging research and analysis, and worked alongside federal officials to ensure Ontario's commercial and regulatory interests were represented in other bilateral trade negotiations, including the Canada-India Economic Partnership Agreement (CEPA).
- Contributed strategic advice and research to the defence of WTO disputes and NAFTA investment disputes over Ontario measures, one of which (a claim for \$105 million) was successfully dismissed.
- Continued to improve the internal business environment by leading the reform of dispute settlement procedures under the Agreement on Internal Trade (AIT) and implementing collaborative economic initiatives through the Ontario-Quebec Trade and Cooperation Agreement (OQTCA).
- Provided trade policy advice and risk assessments on the implications of trade and investment agreements.
- Worked closely with the Ministry of Intergovernmental Affairs and other ministries to advocate Ontario's position to the federal government on regulatory issues potentially impacting on Canada-U.S. border trade, through a new Canada-U.S. Regulatory Cooperation Council established in 2011.
- Hosted a "Pathways to Productivity" economic symposium on May 12, 2011 that targeted senior executives and thought leaders from the public, private and academic sectors to engage in a dialogue on Ontario's economic productivity.

Open for Business

Ontario's Open for Business initiative is aimed at making government faster, smarter and more streamlined for families and business. Some of the key results achieved by Open for Business to date include:

- *Regulatory Burden Reduction:* Regulatory burden on business and stakeholders has been reduced by over 17 percent across the Ontario government by reducing over 80,000 regulatory requirements.
- *Increasing Transparency and Predictability:* Regulatory Policy has been implemented to give businesses and stakeholders increased predictability and transparency in the regulatory development process through the introduction of two routine dates when new regulations can come into effect and the public posting of regulatory proposals for 45 days.
- *Business Sector Strategy:* Ontario Ministries successfully responded to six sectors who each identified five priorities affecting their industries. Solutions implemented brought tangible results to business. Together the sectors account for \$385 billion in annual sales, or over 60% of GDP, and employ \$1.9 million Ontarians.
- *Making it Easier for Business to Access Government Services and Programs:* Initiatives include a one-window on-line location for residential and business service standards, ONE-Source government-wide business portal and a toll-free business line providing a single point of contact across all three levels of government; the adoption of the federal Business Number as a single account number for dealing with businesses by 4 Ministries across 17 programs.
- *Fair and Consistent Regulatory Environment:* the new Risk Based Regulator's Code of Practice is being implemented across 20 regulatory ministries. It will promote a fair and consistent regulatory environment.

Innovation and Commercialization

Since 2007, the Ontario Network of Excellence has:

- Created over 1,200 new innovative firms.
- Created/retained more than 40,000 jobs.
- Leveraged over \$860 million from other sources (3.6 x MEDI contributions).
- Helped launch more than 2,400 new products and services, generating 37,000 new customers (59% from outside of Canada).
- Assisted with the development of 3,300 prototypes.
- Helped firms patent 3,700 new ideas and technologies.
- Helped establish 1,100 technology licenses between the private sector and research institutions.
- Provided 3,476 intelligence reports to companies, with a market value of \$45 million.

The Ministry supported the development and launch of Excellence in Clinical Innovation and Technology Evaluation (EXCITE). This innovative initiative will improve the evaluation

of health technologies upstream to advance economic activity in the Ontario health technologies sector.

The Ministry supported the launch of Clinical Trials Ontario (CTO), a new coordinating organization to streamline clinical trials in the province. While ensuring the highest ethical standards for patient safety, CTO will standardize the administration of Ontario trials by implementing common platforms for clinical trials applications, contracts and data management. This initiative will make Ontario a more attractive destination for industry-sponsored clinical trial investments.

Science and Research

Ontario Research Fund supports research that can be developed into innovative goods and services to boost Ontario's economy. To date over 21,780 highly qualified personnel have been trained, \$1.17 billion in investments has leveraged an additional \$2.5 billion, and 625 industrial and institutional partnerships have been created.

In 2011-12 the Ministry made a number of high profile strategic investments including:

- *Sick Kids Research and Learning Tower:* The Ministry committed \$75 million in the Hospital for Sick Children's Research and Learning Tower that will attract and retain highly qualified researchers due to the unique clinical opportunities, state-of-the-art facilities, and interdisciplinary research programs addressing key child health issues. The tower will be a major catalyst to innovation in child care regionally, nationally and internationally.
- *High Performance Computing:* Ontario announced a partnership with IBM and leading Ontario universities to launch the IBM Canada Research and Development Centre, a network that will use cutting-edge computer infrastructure to drive new discoveries in key areas and bring them to market. MEDI committed \$7 million to this partnership through the Ontario Centres of Excellence (OCE).

In addition to this investment, the Ministry has been developing a long term strategy for High Performance Computing in Ontario.

- *Medical Imaging:* The Ministry committed \$4 million in medical imaging research facilities for the purchase of state-of-the-art equipment and to retain key staff: \$3 million for the Windsor Institute for Diagnostic Imaging Research and \$1 million for the Thunder Bay Regional Research Institute.

Investment

- In 2011-12, the Strategic Jobs and Investment Fund announced Ontario support of more than \$93 million (\$45.8 million in grants and \$47.4 million in loans) to support total industry investment of over \$1.2 billion and more than 2,700 highly skilled jobs.

- In 2011-12, the Next Generation of Jobs Fund announced support for 5 projects, which leveraged \$345 million in investment and secured 840 highly skilled jobs.
- In 2011-12, the Advanced Manufacturing Investment Strategy has made loan commitments of over \$36 million to support innovative projects that will generate over \$127 million in new investments and support the creation or retention of more than 780 jobs over a five period.
- During the 2011-2012 fiscal year, the Investment Division attracted 5,322 jobs and \$2.26 billion in total investment by closing 50 foreign direct investment deals.
- All of the Ministry's strategic sectors of ICT (including Digital Media), Life Sciences, Business Services (including Financial Services), Clean Technology, Advanced Manufacturing and Automotive were represented within the results.
- The Ministry's markets of priority of the USA, Europe and Asia were well represented within the above results, accounting for 40%, 28% and 14% respectively.

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 Centers helped 10,500 business start ups and 1,200 business expansions resulting over 14,100 new jobs.
- A record 695 Summer Company businesses were launched, compared to 602 in 2010.

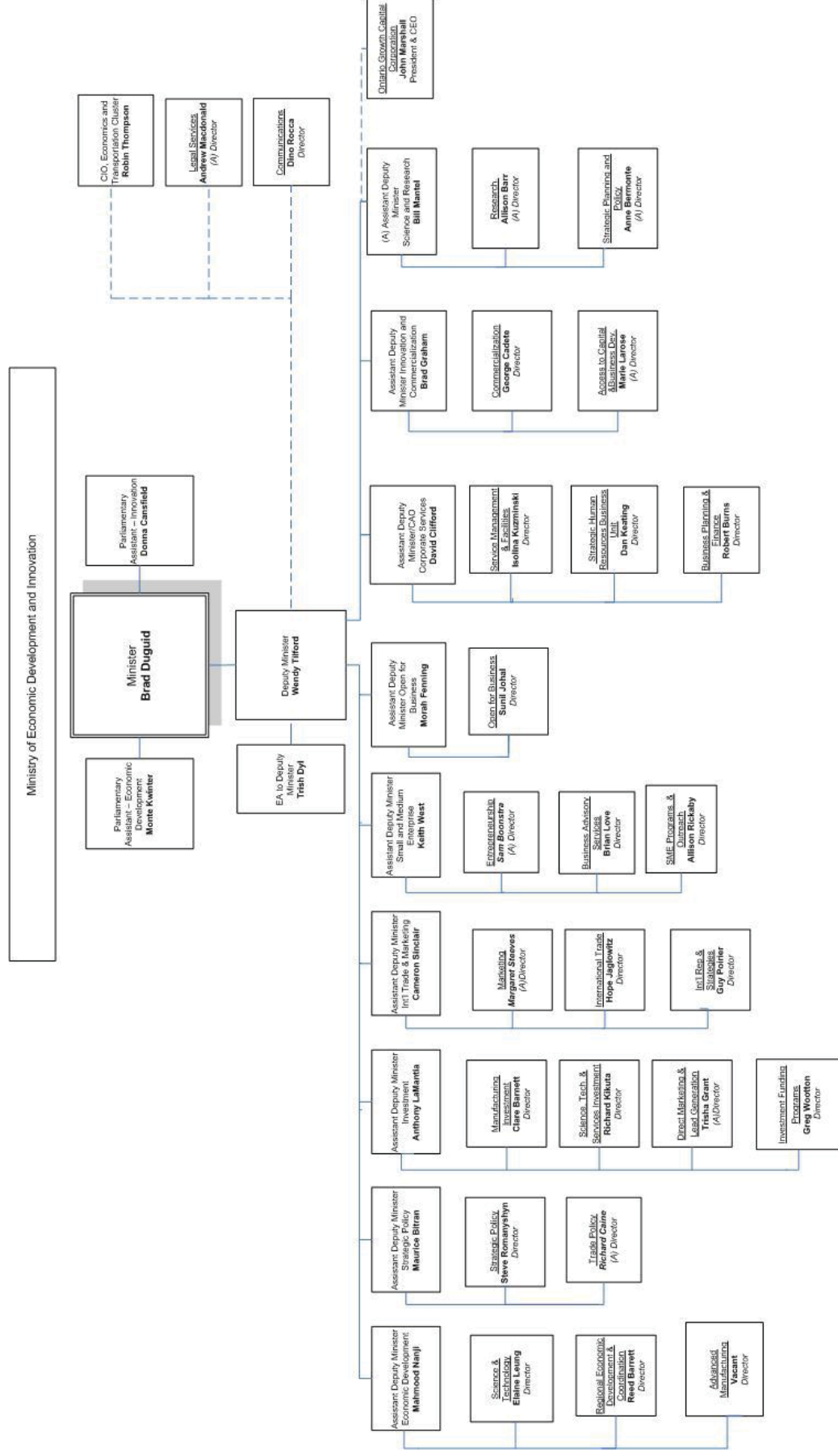
The Business Advisory Services Branch conducted over 2,200 consultations with high growth firms or aspiring high growth firms resulting in over 2,900 new / retained jobs, over \$339 million in total new investment projects and over \$190 million in international and inter-provincial export sales.

The Small and Medium Enterprise Programs and Outreach Branch provided \$12 million in programming to support Ontario's wine and craft beer industries.

International Trade and Marketing

- International Trade programs generated over \$100 million in export sales and mission participants reported over \$200 million in potential export sales leads.
- 88% client satisfaction rating for trade programs.
- Launched a new international advertising campaign in February 2012 and for the first time includes ads for export promotion and investment attraction.

- Organized the Ontario Global Water Leadership Summit bringing together over 300 domestic and international entrepreneurs, investors and researchers together for two days of networking, matchmaking, corporate calls and panel discussions about the future of water and water treatment.
- The International Marketing Centres were responsible for 11 closed investment deals which levered \$151.7 million and 685 jobs created or retained.
- Through the Investor Component of the Provincial Nominee Program, two projects were endorsed representing \$203 million and 106 jobs.



Legislation

Legislation administered by the Ministry of Economic Development and Innovation:

Development Corporations Act

Ministry of Economic Development and Innovation Act

Ontario Capital Growth Corporation Act, 2008

Ontario Regulation 278/09

Ontario Tax Exemption for Commercialization

Research Foundation Act

Water Opportunities and Water Conservation Act, 2010

Agencies, Boards and Commissions (ABCs)

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

Ontario Research Fund Advisory Board (ORFAB)

The ORFAB reviews and assesses Ontario Research Fund and Early Researcher Award funding proposals, and makes recommendations to the Minister. The Board also provides strategic advice to the Minister on the research agenda to keep Ontario competitive and prosperous.

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 Capital Growth Corporation (OCGC)

The Ontario Capital Growth Corporation (OCGC) was established to:

- Receive, hold, administer and otherwise deal with the interest of the Government of Ontario in the limited partnership known as the Ontario Venture Capital Fund LP;
- Acquire, manage and otherwise deal with a portfolio of investments in businesses that the Corporation considers constitute emerging technology businesses, which portfolio is known in English as the Ontario Emerging Technologies Fund; and
- Perform any additional objects specified by the Lieutenant Governor in Council.

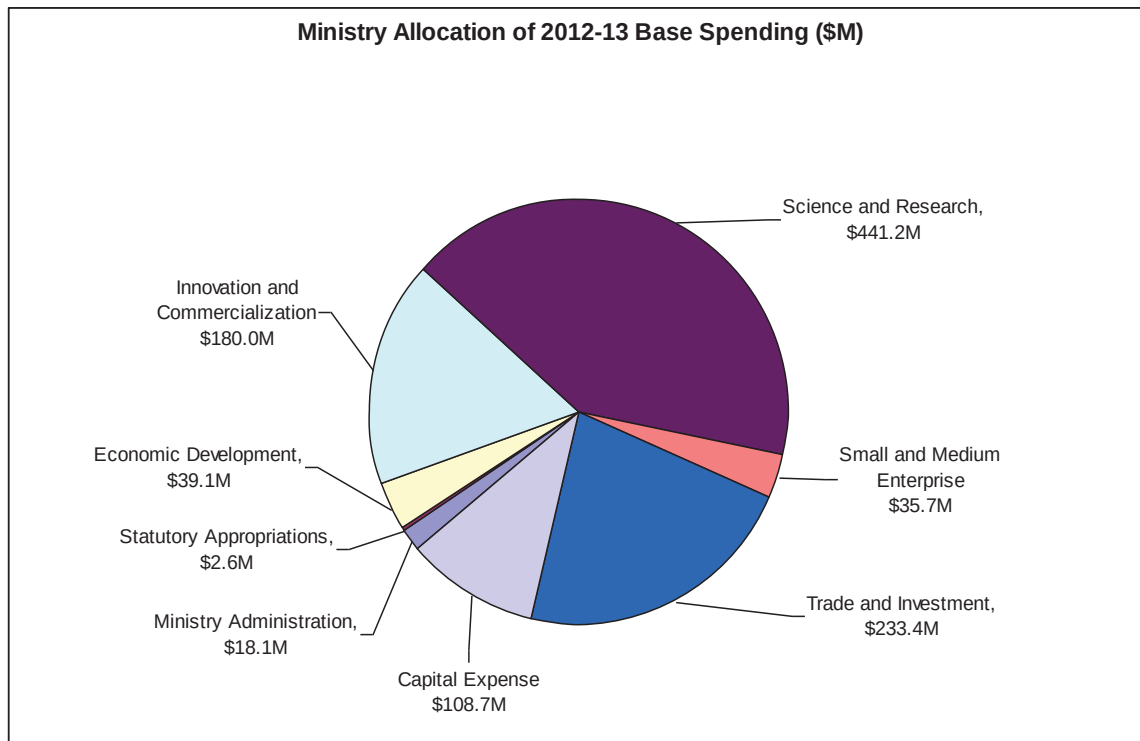
Ontario Manufacturing Council (OMC)

The 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.

Both the Development Corporations of Ontario and ORTECH Corporation have been dissolved.

PUBLISHED RESULTS-BASED PLAN 2012-13
MINISTRY FINANCIAL INFORMATION

Table 1: Ministry Planned Expenditures 2012-13

Operating Expense*	950.083
Capital Expense*	108.709
Total Expense	1,058.792
Operating Assets	68.506
Capital Assets	0.001

* Excludes the following Consolidation and Other Adjustments:

- Net Adjustment - Ontario Immigrant Investor Corporation
- Net Consolidation Adjustment - Hospitals
- Other Adjustment - Ontario Capital Growth Corporation

Table 2: Operating and Capital Summary by Vote

The Ministry provides leadership through sustaining and enhancing a strong, innovative and competitive economy which provides jobs and prosperity for all Ontarians by: supporting regional growth in key strategic sectors; implementing research and innovation policies to deliver an agenda which focuses on excellence, performance and results; strengthening Ontario, nationally and internationally as a premier location for investment, trade, research, innovation and commercialization; and promoting the modernization of government.

Votes/Programs	Estimates 2012-13 \$	Change from 2011-12 Estimates		2011-12*		Actuals 2010-11 \$
		\$	%	Estimates \$	Interim Actuals \$	
OPERATING AND CAPITAL EXPENSE						
Ministry Administration Program	18,053,800	(3,414,800)	(15.9%)	21,468,600	20,444,897	19,214,093
Economic Development and Innovation Program	1,038,140,600	37,847,500	3.8%	1,000,293,100	1,053,276,844	882,585,115
Total Including Special Warrants	1,056,194,400	34,432,700	3.4%	1,021,761,700	1,073,721,741	901,799,208
Less: Special Warrants	-	-	-	-	-	-
Total To Be Voted	1,056,194,400	34,432,700	3.4%	1,021,761,700	1,073,721,741	901,799,208
Special Warrants	-	-	-	-	-	-
Statutory Appropriations	2,598,187	(1,902,014)	(42.3%)	4,500,201	4,565,359	1,394,475
Ministry Total Operating and Capital Expense	1,058,792,587	32,530,686	(38.9%)	1,026,261,901	1,078,287,100	903,193,683
Net Consolidation Adjustment - Hospitals	(73,644,300)	(47,356,900)	180.2%	(26,287,400)	(78,198,500)	(29,649,566)
Other Adjustment - Ontario Capital Growth Corporation	(46,727,000)	(6,831,400)	17.1%	(39,895,600)	(33,725,600)	(21,763,000)
Net Adjustment - Ontario Immigrant Investor Corporation	16,916,900	(586,100)	(3.3%)	17,503,000	17,503,000	14,657,000
Total Including Consolidation and Other Adjustments	955,338,187	(22,243,714)	(2.3%)	977,581,901	983,866,000	866,438,117
OPERATING AND CAPITAL ASSETS						
Economic Development and Innovation Program	68,507,000	(37,322,000)	(35.3%)	105,829,000	85,585,000	58,797,527
Total To Be Voted	68,507,000	(37,322,000)	(35.3%)	105,829,000	85,585,000	58,797,527
Total Assets To Be Voted	68,507,000	(37,322,000)	(35.3%)	105,829,000	85,585,000	58,797,527

* 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 2012 Ontario Budget.

APPENDIX

ANNUAL REPORT 2011-12

The Ministry of Economic Development and Innovation (MEDI) 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 2011-12 the Ministry contributed to economic growth by attracting investments as shown in this report.

Other Strategic Investments

Strategic Investment projects focus on forming key partnerships to strengthen Ontario by moving forward with new economic development initiatives that leverage new investments and attract quality jobs to Ontario.

2011-12 Strategic Investment Projects

Project	Location	Ontario Investment (\$M)	Investment Leveraged (\$M)	Jobs Created/Retained
Anaergia*	Burlington	8.08	40.40	206 created / 0 retained
LiquiForce	Kingsville	2.20	14.35	88 created / 12 retained
Digital Extremes	London	2.50	33.40	30 created / 53 retained
Cisco Systems*	Toronto / Ottawa	10.0	455.00	300 created / 300 retained
Kellogg Canada Inc.	Belleville	4.50	43.00	60 created / 0 retained
Magna	Aurora, Concord, St. Thomas, Brampton	48.40	432.00	728 created / 1,337 retained
Toyota	Cambridge, Woodstock	70.84	545.00	0 created / 6,500 retained
Total		\$146.52	\$1,563.15	1,412 created / 8,202 retained

* Note: SJIF provided additional funding of \$8.08 million for Anaergia and additional funding of \$15.00 million for Cisco.

Eastern Ontario Development Fund (EODF)

During 2011-12, the Eastern Ontario Development Fund (EODF) supported some 33 projects with a total investment of \$14.8 million. Since the Fund was established in 2008, the government has invested \$53.5 million in 116 projects leveraging a total investment of approximately \$493 million. These investments have created almost 2,000 new jobs.

2011-12 Eastern Ontario Development Fund (EODF) Projects

Company	Location	Ontario Investment	Investment Levered	Jobs created	Jobs Retained
A. Potvin Construction Ltd.	Rockland	\$242,275	\$2,422,750	10	301
Bakkavor Foods Canada Inc.	Cobourg	\$333,270	\$3,332,701	50	0
Bentley Leathers Inc.	Hawkesbury	\$266,000	\$2,660,000	10	90
Bode's Custom Cabinets Ltd.	Carleton Place	\$87,250	\$872,500	10	17
Bombardier Transportation Canada Inc.	Millhaven	\$750,000	\$13,830,386	20	214
Centennial global Technology Inc.	Kingston	\$600,000	\$6,000,000	50	0
Corporation of the City of Cornwall	Cornwall	\$500,000	\$7,121,000	N/A	N/A
Corporation of the City of Cornwall	Cornwall	\$680,000	\$1,360,000	N/A	N/A
Dynacast Ltd.	Peterborough	\$243,828	\$2,438,280	10	86
Eikon Device Inc.	Kingston	\$111,459	\$1,114,591	10	43
Engineering Seismology Group Canada Inc.	Kingston	\$581,439	\$5,814,390	12	67
Flying Colours Corp.	Peterborough	\$276,681	\$2,766,806	24	128
Haliburton Forest & Wild Life Reserve Limited	Haliburton	\$445,650	\$2,971,000	14	34
Kavveri Technologies Inc.	Kemptville	\$156,000	\$1,040,000	11	36
Labotix Automation Inc.	Peterborough	\$98,782	\$987,820	8	10
McCloskey International Limited	Peterborough	\$750,000	\$10,440,000	60	173
Measuremax Inc.	Peterborough	\$69,368	\$693,684	6	11
MetalCraft Marine Incorporated	Kingston	\$417,409	\$4,174,085	20	80
Moose Creek Tire Recycling Inc.	Moose Creek	\$681,000	\$6,810,000	20	10
Norcan Hydraulic Turbine Inc.	Carleton Place	\$487,050	\$3,247,000	12	20
OPS Inc.	Kingston	\$78,280	\$782,798	8	15
Prysmian Power Cables and Systems Canada Ltd.	Prescott	\$1,500,000	\$17,507,999	30	52
Dorel Industries Inc. (Ridgewood Industries).	Cornwall	\$994,942	\$6,632,945	10	275
Safran Electronics Canada Inc.	Peterborough	\$308,900	\$3,089,000	10	101
SigmaPoint Technologies Inc.	Cornwall	\$138,000	\$1,380,000	16	287
Skotidakis Goat Farm / 1048547 Ontario Inc.	St Eugene	\$1,000,000	\$11,399,998	10	45
Strathcona Paper LP	Napanee	\$1,000,000	\$10,031,500	10	150
Strathmere Farm Inc.	North Gower	\$646,770	\$4,311,804	10	29
Superior Roof Truss Inc.	Metcalfe	\$183,595	\$1,835,950	10	25
The Corporation of the Municipality of Trent Hills	Trent Hills	\$128,676	\$514,705	N/A	N/A
Transformix Engineering Inc.	Kingston	\$177,678	\$1,776,781	20	80
Vantage Foods (ON) Inc.	Belleville	\$750,000	\$17,745,000	150	0
Xenopus Inc.	Morrisburg	\$132,581	\$1,325,806	10	22
Announced 2011-2012		\$14,816,883	\$158,431,279	651.00	2,401.00
Total (to date) approved projects		\$53,527,326	\$492,987,888	1,984.50	10,226.50

Communities in Transition (CiT) Program

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 2011-12, the Communities in Transition (CiT) program supported 5 projects with a total investment of \$1.8 million. Since 2006-07, the government has supported 61 projects across the province with a total contribution of \$17.5 million.

2011-12 Communities in Transition Projects

Project	Investment (\$)
Canadian Coalition for Tomorrow's ICT Skills (CCICT)	150,000
Canadian Tooling & Machining Association (CTMA)	900,000
Hamilton Region	257,500
London Economic Development Corporation	285,000
Windsor-Essex	204,000
Announced 2011-2012	1,796,500
Total (to date) Approved Projects	17,514,592

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

In 2011-12, key achievements included:

- In 2011, Ontario remained the number one automotive assembly sub-national jurisdiction in the NAFTA region, representing 16% of continental production.
- GM invested \$185 million in its Oshawa assembly facility to produce the next-generation Impala and Cadillac XTS, which will create or retain approximately 750 jobs.
- Honda introduced production of the CR-V at its Alliston plant in 2012.

Open for Business (OFB)

Ontario's Open for Business initiative is aimed at making government faster, smarter and more streamlined for families and business. Some of the key results achieved by Open for Business to date include:

1. Regulatory Burden Reduction

- The Ontario Public Service has reduced the regulatory burden on business and

stakeholders by over 17%, which means that over 80,000 regulatory burdens have been eliminated.

2. Increasing Transparency and Predictability

- Ontario has implemented a Regulatory Policy that gives business and stakeholders increased predictability and transparency in the regulatory development process:
 - All regulatory proposals that affect business are now posted on the Regulatory Registry website 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.

3. Business Sector Strategy

- One of the ways OFB implements 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.
- In just over a year, ministries have successfully addressed the top five priorities of the building and land development, manufacturing, medical technology, information and communications technology, agriculture and agri-food, and hospitality sectors. Together, these six sectors account for \$385 billion in annual sales, or over 60% of Ontario GDP, and employ over 1.9 million Ontarians.
- Solutions implemented from this process bring tangible results to business, for example cost savings to the construction industry as a result of streamlining the permit process for the development of residential subdivisions.

4. Making it Easier for Business

- The Government has implemented a number of initiatives to make it easier for businesses and residents to access and leverage government services and programs. This now includes a one-window on-line location (Ontario.ca) with over 700 external business and residential service standards across 22 ministries; ONE-Source government-wide business portal, and a toll-free business line providing a single point of contact across all three levels of government.
- Ministries are adopting the federal Business Number as a single account number for dealing with businesses, replacing the multiple identifiers currently in use. The Ministries of Labour, Finance, Environment and Government Services are currently using the Business Number across 17 programs with other programs to be added

over time.

5. Fair and Consistent Regulatory Environment

- The new risk-based Regulator's Code of Practice which promotes a fair and consistent regulatory environment is being implemented across 20 regulatory ministries.

Strategic Policy

- Protected and promoted Ontario's interests during four intensive rounds of the Canada-EU Comprehensive Economic and Trade Agreement (CETA) negotiations.
- Conducted wide ranging research and analysis, and worked alongside federal officials to ensure Ontario's commercial and regulatory interests were represented in other bilateral trade negotiations, including the Canada-India Economic Partnership Agreement (CEPA).
- Contributed strategic advice and research to the defence of World Trade Organization disputes and North American Free Trade Agreement investment disputes over Ontario measures, one of which (a claim for \$105 million) was successfully dismissed.
- Continued to improve the internal business environment by leading the reform of dispute settlement procedures under the Agreement on Internal Trade (AIT) and implementing collaborative economic initiatives through the Ontario-Quebec Trade and Cooperation Agreement (OQTCA).
- Provided trade policy advice and risk assessments on the implications of trade and investment agreements.
- Worked closely with the Ministry of Intergovernmental Affairs and other ministries to advocate Ontario's position to the federal government on regulatory issues potentially impacting on Canada-U.S. border trade.
 - This advice from Ontario was provided in response to a request for input received from the federal government as a prelude to federal discussions with U.S. federal counterparts through a new Canada-U.S. Regulatory Cooperation Council established in 2011.
- Hosted a "Pathways to Productivity" economic symposium on May 12, 2011 that provided a forum to discuss key areas of productivity and public policy related to Ontario.
 - The symposium acted as a catalyst for advancing and refining the discussion on solutions to address Ontario's productivity growth (with a focus on firm-level productivity).

- This was a one day event that targeted senior executives and thought leaders from the public, private and academic sectors to engage in a dialogue on Ontario's economic productivity.
- Particular attention was given toward potential solutions for addressing Ontario's productivity gap and garnering firm-level insights.

Social Innovation Strategy

- Hosted a Social Innovation Summit in partnership with SiG@MaRS.
- Launched a wiki to provide Ontarians with a collaborative space to create the first ever crowd-sourced social innovation policy paper.
- Supported SIG@MaRS' social business registry as well as its feasibility study/ pilot project for developing SVX - a platform that would assess and attract sustainable financing for firms with a social mission (from enterprising non-profits to social purpose businesses).
- The Ontario Centres of Excellence (OCE) is opening up its business services and infrastructure to non-profits, enterprising charities and co-ops through a new \$1-million pilot program which supports the social innovation sector.
- Worked with the Ministry of Infrastructure to expand eligibility of Infrastructure Ontario's loan program to include additional not-for-profit sectors.

Supporting leading-edge research and innovation in Ontario

The Ministry supports and promotes research in Ontario by leading key programs and strategic investments that ensure Ontario is globally competitive in the creation of new knowledge. These initiatives foster world-class research and talent development at Ontario's universities, colleges and hospitals

The **Ontario Research Fund - Research Excellence Program (ORF-RE)** provides researchers with the support to undertake cutting-edge research. It promotes research excellence in Ontario and contributes to enhancing Ontario's business climate, skills and knowledge for innovation – while fostering and celebrating innovation through its outreach activities. Since its inception in 2005, the Ontario Government has committed approximately \$556.6 million to 140 research projects which have leveraged an additional \$1.1 billion in private sector and institutional contributions

The **Ontario Research Fund – Research Infrastructure Program (ORF-RI)** ensures researchers have the funds to invest in state-of-the art equipment and facilities. By providing researchers with access to necessary equipment, Ontario research institutions are able to attract the best talent and create essential capacity to conduct world-leading research. To date, the Ministry has committed and announced \$626 million towards 1,430 research infrastructure projects through the ORF-RI program, leveraging over \$1.4 billion from federal, institutional and private sector partners

The **Early Researcher Awards** helps Ontario research institutions attract and retain leading edge researchers. These awards support recently appointed researchers by helping them build their teams and support them early in their careers. Since 2003, the Ministry has committed \$79.5 million to 568 researchers leveraging an additional \$28.4 million. Early Researcher Awards winners have engaged over 67,749 youth through 1,546 outreach events.

Post-Doctoral Fellowships To date, the Ministry has committed \$12.3 million in Post-Doctoral Fellowships to support 247 fellows across Ontario, leveraging an additional \$12.3 million. The program recruits and retains outstanding young scientists to spend two years as post-doctoral fellows in Ontario research institutions.

International Strategic Opportunities Program (ISOP) provides funding for strategic international collaborations between Ontario research institutions and the global research community. The goal of the program is to improve Ontario's long-term economic potential by attracting and retaining the best and brightest research talent. Since 2005-06, ISOP has provided \$4.2 million in funding to support 30 international research collaborations.

Ontario Institute for Cancer Research (OICR) is a Ministry-funded, independent, not-for-profit organization undertaking ground-breaking research into the causes and treatments of cancer. In total, Ministry has committed over \$775 million over 10 years to OICR to support its operating and capital costs. The Institute based discoveries have a potential of significantly transforming Ontario's health care delivery.

Ontario Brain Institute provides strategic direction for brain research in Ontario and is helping raise Ontario's international profile and role in neuroscience scholarship and the global marketplace. The Ontario Brain Institute has made significant progress in harnessing the province's leading edge brain research expertise in a collaborative infrastructure to translate discoveries made in the lab into products in the marketplace and services in Ontario hospitals. In 2010, the province committed \$15 million over three years to OBI, and has so far leveraged over \$1.6 million from industry and philanthropic sources.

Small and Medium Enterprise

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

- Assisted in the creation of over 10,500 new businesses and 1,200 business expansions resulting in over 14,100 new jobs through the network of 57 Small Business Enterprise Centers (SBECs).
- Supported a record 695 students to start and manage their own businesses through the Summer Company program.
- Administered the Ontario Global Edge Program with 64 overseas placements for entrepreneurial students through post secondary institutions.
- Committed over \$1.6 million to 31 projects through a fourth round of funding for the Youth Entrepreneurship Partnerships (YEP) program, reaching over 30,000 youth.

- Completed all improvements to the Ontario Business Program Guide based on feedback from the Information Technology Association of Canada (ITAC) through sessions with Open for Business.
- Finalized the sectoral e-business pilot projects, the results are now available to small and medium enterprises (SMEs) from the association web sites or Smartphone applications.
- Supported 140 e-business events hosted by Ontario's network of 57 Small Business Enterprise Centres, attracting about 3,800 participants.

Through the **Business Advisory Services Branch**, the ministry provided over 2,200 business consultations to client companies, resulting in:

- 1,095 new jobs created and over 1,806 jobs retained through over \$252 million in new sales, including over \$190 million in international and inter-provincial exports.
- Almost \$13.6 million in cost reductions and over \$339 million in new investment projects, including over \$333 million in new capitalized spending and over \$6.1 million in new non-capitalized spending.
- Sourced over \$71.8 million in debt and equity financing from the private sector, almost \$65.1 million from the public sector, and over \$14.9 million in tax credits and grants.

Through the **Small and Medium Enterprise Programs and Outreach Branch**, the ministry:

- Provided \$12 million to support the growth of Ontario's wine and craft beer industries, including \$6 million to 63 Ontario wineries under the Vintners Quality Alliance (VQA) Wine Support Program and \$1.8 million to 38 Ontario craft beer manufacturers through the Ontario Craft Brewers Opportunity Fund. These grants are used for growth strategies including marketing, capital equipment purchases and product development.
- Delivered 10 aboriginal and 27 women entrepreneurship events in partnership with Ontario's network of 57 Small Business Enterprise Centres:
- Supported the posting of 225 regulatory proposals to the Regulatory Registry to promote regulatory transparency, and monitored and reported on activities under the regulatory co-operation chapter of the Ontario-Quebec Trade and Cooperation Agreement.

Investment

Strategic Jobs and Investment Fund (SJIF)

SJIF was approved at Treasury Board/Management Board of Cabinet on April 15, 2010, and was launched on June 4, 2010.

15 SJIF projects were announced in 2011-12 providing Ontario support of more than \$93 million (\$45.8 million in grants and \$47.4 million in loans) to support total industry investment of over \$1.2 billion and more than 2,700 highly skilled jobs.

2011-12 Strategic Jobs and Investment Fund Projects

Company	Location	Loan Funding (\$M)	Grant Funding (\$M)	Total Project Investment (\$M)	Total Investment Commitment (\$M)	Jobs Created/ Retained
2011/12 Announced Projects						
Silfab	Mississauga	3.30		3.30	13.50	71
Anaergia*	Toronto	8.08		16.16	40.40 (up to 70)	206
Gameloft Inc	Toronto		1.73	1.73	44.90	205
Hydrogenics	Mississauga	6.00		6.00	20.70	100
Roche Canada	Mississauga		7.79	7.79	191.40	200
Cisco Systems*	Toronto		15.00	25.00	454.50	600
Dana Canada Corporations	Oakville/Cambridge		2.00	2.00	37.10	155
Centra Industries Inc.	Cambridge		3.10	3.10	23.80	148
Eisai Limited	Mississauga		2.00	2.00	15.50 (up to 28.50)	12
Bluewater Biochemicals Inc. (BioAmber)	Sarnia	15.00		15.00	78.80	40
Apex Fund Services (Canada)	Toronto		0.35	0.35	1.3 (up to 17.0)	52
ViXS Systems Inc.	Toronto	5.00	5.00	10.00	100.40	161
Celestica International Inc.	Toronto		5.50	5.50	60.10	670
Novocol	Cambridge	10.00		10.00	54.50 (up to 65.10)	45
Goodrich Aerospace Canada Ltd.	Oakville		3.34	3.34	83.40	68
Total Announced Projects		47.38	45.81	93.19	1,220	2,733

*Note: Additional support for these projects (\$8.08 million (grant) for Anaergia and \$10 million for Cisco) was provided through Other Strategic Investments

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

Five NGOJF projects were announced in 2011-12, which leveraged just over \$345 million in industry investment and secured 840 high skilled jobs, through total Ontario support of approximately \$40 million.

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.

2011-12 Next Generation of Jobs Fund (Jobs and Investment Program) Projects

Company	Location	Ontario Investment (\$M)	Total Project Investment (\$M)	Jobs Created/Retained
2011/12 Announced Projects				
Best Theratronics	Ottawa	1.20	8.12	190
Pratt & Whitney	Mississauga	13.90	139.20	129
Integran Technologies	Toronto	3.99	26.60	49
Christie Digital	Kitchener	20.80	138.00	103
GlaxoSmithKline (GSK)	Mississauga	3.57	33.50	370
Total Announced Projects		43.46	345.42	841

Advanced Manufacturing Investment Strategy (AMIS)

During 2011-12, AMIS made loan commitments of \$36 million to support innovative projects that will generate over \$127 million in new investments and support the creation or retention of more than 780 jobs over a five year period.

As of February 5, 2010, AMIS is no longer accepting applications. However, the program continues to process and administer complete proposals accepted prior to the official pause date.

2011-12 Advanced Manufacturing Investment Strategy Projects

Company	Location	Ontario Investment (\$M)	Investment Levered (\$M)	Jobs Created/Retained
Total Prior Years Announced Projects		167.52	1,167.82	5,095
2011/12 Announced Projects				
Rich Products of Canada Ltd.	Fort Erie	3.90	13.00	48
Protenergy Natural Foods Corp.	Richmond Hill	6.67	22.24	70
Pride Pak Canada Ltd.	Mississauga	2.28	8.36	81
Pulp Moulded Products Inc.	Newmarket	3.00	14.20	65
Warren Industries Ltd	Concord	2.51	8.36	86
Jennmar of Canada, Inc.	Sturgeon Falls	1.76	6.38	80
OI Canada, Corp.	Brampton	8.83	29.45	334

Company	Location	Ontario Investment (\$M)	Investment Levered (\$M)	Jobs Created/ Retained
Magellan Aerospace Ltd.	Mississauga	7.50	25.85	22
Total 2011/12		36.45	127.84	786

Investment Attraction

During the 2011-2012 fiscal year, the Investment Division attracted 5,322 jobs and \$2.26 billion in total investment by closing 50 foreign direct investment deals. All of the Ministry's strategic sectors of ICT (including Digital Media), Life Sciences, Business Services (including Financial Services), Clean Technology, Advanced Manufacturing and Automotive were represented within the results. The Ministry's markets of priority of the USA, Europe and Asia were well represented within the results, accounting for 40%, 28% and 14% respectively. Of these deals, 14 received MEDI transfer payment program support.

Some examples of new investments include:

Examples of 2011-12 Investments Attracted			
Company	Location, Sector	Investment Amount (\$ M)	Number of Jobs
Roche	Mississauga, Life Sciences	191.4	200
Apex	Toronto, Financial Services	1.29 (up to \$17)	52
EISAI	Mississauga, Life Sciences	15.36 (up to \$28.5)	12
Gameloft	Toronto, Digital Media	44.9	205
Septodont	Cambridge, Life Sciences	54.5 (up to \$65.1)	45
Anaergia	Burlington, Clean Technology	40.4 (up to \$70)	206
Silfab	Mississauga, Renewable Energy	13.5	71
BioAmber	Sarnia, Biochemistry	79	40
Arvin Sango	London, Automotive	20	60

Trade

- International Trade programs generated over \$100 million in export sales.
- International Trade Mission participants reported over \$200 million in potential export sales leads
- Provided 967 assists to experienced exporters expanding their markets and 991 assists to companies new to exporting or accessing new export markets

- Assisted over 1,000 companies with their export market development, including over 500 companies brought directly to market on international outbound programs (missions and exhibitions)
- Organized 69 outbound missions, 62 domestic seminars, 70 incoming buyer programs and 8 NEBS programs, all targeting small and medium sized enterprises (SMEs) in priority sectors
- 88% client satisfaction rating for trade programs
- Media relations efforts generated 1,977 articles in international news publications and electronic media with an advertising equivalency value of \$40 million.
- The International Marketing Centres were responsible for 11 closed investment deals which levered \$151.7 million and 685 jobs created or retained.
- Provided a total of \$182 million through the Ontario Immigrant Investor Corporation to Infrastructure Ontario Projects Corporation's Loan program which resulted in 13,544 jobs created
- Assisted 191 companies with corporate immigration services and hosted 30 seminars for employers and business immigrants.
- Through the Investor Component of the Provincial Nominee Program, two projects were endorsed representing \$203 million and 106 jobs.
- Client satisfaction surveys conducted for the Strategic Intelligence Unit, the OITC and for the Business Immigration Unit seminars all achieved over 95% positive ratings.
- Hosted over 21,000 visitors at the Ontario Investment and Trade Centre through close to 600 events.
- Launched a new international advertising campaign in February 2012 and for the first time includes ads for export promotion and investment attraction.
- Organized the Ontario Global Water Leadership Summit bringing together over 300 domestic and international entrepreneurs, investors and researchers together for two days of networking, matchmaking, corporate calls and panel discussions about the future of water and water treatment.
- The Global Business Forum, a key component of the IIFA (Indian Film Academy Awards) weekend, was a two-day event to strengthen investment and trade opportunities between India and Ontario. Working with the Federation of Indian Chambers of Commerce and Industry (FICCI), companies and institutions across four main sectors (clean tech, digital media, education and tourism) came together to learn more about the opportunities in each market.

Table 1: Ministry Interim Actual Expenditures 2011-12

	Ministry Interim Actual Expenditures 2011-12 (\$M)
Operating Expense *	963.300
Capital Expense *	114.985
Staff Strength (as of March 31, 2012)	516.8

* Excludes the following Consolidation and Other Adjustments:

- Net Adjustment - Ontario Immigrant Investor Corporation
- Net Consolidation Adjustment - Hospitals
- Other Adjustment - Ontario Capital Growth Corporation

GLOSSARY

AMIS	Advanced Manufacturing Investment Strategy
APMA	Automotive Parts Manufacturers Association
ASEAN	Association of Southeast Asian Nations
BCDC	Business Climate Deputies Committee
BRIC	Brazil, Russia, India and China
CAPC	Canadian Automotive Partnership Council
CED	Community Export Development
CEO	Chief Operating Officer
CIBMS	Customer Information and Business Management System
CIT	Communities in Transition
CVMA	Canadian Vehicle Manufacturers Association
CORPAY	Corporate Payroll System
eCRM	electronic Client Relationship Management
eDA	electronic Delegation of Authority System
EDO	Economic Development Officer/Economic Development Organization
ENERGY	Ministry of Energy
EODF	Eastern Ontario Development Fund
ETC	Economics & Transportation Cluster
FOI	Freedom of Information
FTE	Full-time Equivalent
GCC	Gulf Cooperation Countries
GIS	Geographical Information System
HR	Human Resources
ICT	Information and Communications Technologies
IIP	Immigrant Investor Corporation
IFIS	Integrated Financial Information System
IM & IT	Information Management & Information Technology
IMCs	International Marketing Centres
IT	Information Technology
ITDCs	In-Market Trade Development Consultations
ITEXus	Information Technology Exports to the United States
LCBO	Liquor Control Board of Ontario
MCS	Ministry of Consumer Services
MEDI	Ministry of Economic Development and Innovation
MEDU	Ministry of Education
MGS	Ministry of Government Services
MITI	Ministry of International Trade and Investment
MCI	Ministry of Citizenship and Immigration

MNDMF	Ministry of Northern Development, Mines and Forestry
MOF	Ministry of Finance
MOL	Ministry of Labour
MRI	Former Ministry of Research and Innovation
MTO	Ministry of Transportation
MTR	Ministry of Tourism
NEBS	New Exporters to Border States
NGOJF	Next Generation of Jobs Fund
OADA	Ontario Automotive Dealers' Association
OAIS	Ontario Automotive Investment Strategy
OCBOF	Ontario Craft Brewers Opportunity Fund
RST	Retail Sales Tax
OCVCI	Ontario Chemical Value Chain Initiative
ODC	Ontario Development Corporation
OFB	Open for Business
OIIC	Ontario Immigrant Investor Corporation
OMC	Ontario Manufacturing Council
OPS	Ontario Public Service
ODOE	Other Direct Operating Expenditures
ORC	Ontario Realty Corporation
OSS	Ontario Shared Services
SBAO	Small Business Agency of Ontario
SBECS	Small Business Enterprise Centres
SHRBU	Strategic Human Resources Business Unit
SJIF	Strategic Jobs and Investment Fund
SMEs	Small and Medium Enterprises
WIN	Workforce Information Network
VQA	Vintner's Quality Alliance
VTM	Virtual Trade Missions
YEP	Youth Entrepreneurship Partnerships