

**Ministry of Economic Development,
Job Creation and Trade**

Office of the Minister

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**Ministère du Développement économique,
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September 30, 2022

Ms. Elyse Allan
Chair of the Board
Invest Ontario
250 Yonge Street,
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Toronto ON
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Dear Ms. Allan:

On behalf of the Government of Ontario, thank you for your leadership as Chair of Invest Ontario. We are grateful to you and the Board of Directors for leading the agency's inaugural year of operation.

We are pleased to write to you in your capacity as Chair to share the government's priorities for Invest Ontario for fiscal year 2023-2024.

The Invest Ontario Act, 2021, mandates the agency to secure private sector strategic business capital investments that support economic development, resiliency, and job creation in Ontario. Positioning Ontario as a top tier destination for investment and job creation to support long-term economic growth continues to be a priority and we value the agency's role in the investment attraction ecosystem.

Invest Ontario has an important role to play in advancing the commitments and priorities outlined in the *2022 Budget, Ontario's Plan to Build: Rebuilding Ontario's Economy* and in *Taking Life Sciences to the Next Level: Ontario's Strategy*. As the province's agency for new and expanding businesses and investors, Invest Ontario is uniquely positioned to attract strategic companies and capital that help build a stronger and more resilient Ontario.

We are committed to assisting Invest Ontario to effectively fulfil its legislated objectives, with particular emphasis on:

- Focusing efforts on attracting investments to Ontario that offer the greatest sustained benefits and that are aligned with government priorities; and
- Providing a co-ordinated and streamlined investment experience that gives companies access to business development teams and a set of tools, services, credits, incentives and supports customized to address investor needs.

Pursuant to the requirements of the Agencies and Appointments Directive, this letter of direction outlines our expectations for Invest Ontario for fiscal year 2023-2024. As you continue to identify and target investments that generate a sustainable, high return to the province in the agency's three identified strategic sectors (Advanced Manufacturing, including automotive, Life Sciences and Technology), we ask that you also commence the next phase of Invest Ontario's evolution.

This includes activities and strategies to:

1. Continue to Operationalize Invest Ontario

- Build the necessary capacity and functional capability to fulfil and be held accountable for the delivery of Invest Ontario's mandate.
- Deliver an operating model framework that ensures the operationalization of Invest Ontario to guide investment attraction activities.
- Develop a governance and administration framework that ensures the integrity and financial sustainability of the Invest Ontario Fund.
- Develop and publicly report on key performance indicators, service standards and forecast performance measures to enable accountability for Invest Ontario activities including the agency's ability to realize return on investment and value for money.

2. Implement and Improve Access to New and Existing Services

- Identify and advance opportunities to improve, expand and introduce new service offerings that attract and secure investments to the province, including non-financial incentives and the development of strategic partnerships across governments and municipal investment partners.
- Enhancing the investor experience and Ontario's value proposition through the development of concierge services.

3. Design and Implement a "Team Ontario" Approach to Investment Attraction

- Facilitate streamlined and coordinated outreach and access to a suite of financial and non-financial incentives, through partnerships across ministries, agencies, other levels of government, industry, and investment partners.
- Work alongside Venture Ontario to align investment attraction efforts to support the growth of local companies.

4. Building the Agency's Reputation and Credibility

- Strategically target companies that address gaps within Ontario's value chain to build and strengthen its key sectors. This includes Ontario's life sciences, advanced manufacturing (including automotive) and technology sectors.
- Build on existing international recognition and brand awareness activities that position Ontario as a top-tier investment destination and Invest Ontario as a trusted strategic partner and enabler.

As an agency of the Government of Ontario, Invest Ontario is expected to act in the best interest of the province by being efficient, effective, and providing the best value for money to taxpayers.

Government-wide agency priorities include:

1. Competitiveness, Sustainability and Expenditure Management

- Identifying and pursuing opportunities for revenue generation through partnerships, where appropriate.
- Identifying efficiencies and savings through innovative practices, and/or improved program sustainability.
- Operate within the agency's financial allocations.
- Complying with applicable direction related to supply chain centralization, including contract harmonization for planned and pending procurements, accounting practices and realty interim measures for agency office space.
- Leveraging and meeting benchmarked outcomes for compensation strategies and directives.

2. Transparency and Accountability

- Abiding by applicable government directives and policies and ensuring transparency and accountability in reporting.
- Adhering to accounting standards and practices, and responding to audit findings, where applicable.
- Identifying appropriate skills, knowledge and experience needed to effectively support the board's role in agency governance and accountability.

3. Risk Management

- Developing and implementing an effective process for the identification, assessment, and mitigation of agency risks, including COVID-19 impacts and any future emergency risks.

4. Workforce Management

- Optimizing your organizational capacity to support the best possible public service delivery, including redeploying resources to priority areas, where needed.
- Supporting the implementation of the Community Jobs Initiative (CJI) by identifying opportunities to relocate the agency to lower cost communities.

5. Diversity and Inclusion

- Developing and encouraging diversity and inclusion initiatives by promoting an equitable, inclusive, accessible, anti-racist and diverse workplace.
- Adopting an inclusion engagement process to ensure all voices are heard to inform policies and decision-making.

6. Data Collection

- Improving how the agency uses data in decision-making, information sharing and reporting, to inform outcome-based reporting and improve service delivery.
- Increasing data sharing with Supply Ontario when applicable regarding procurement spending and planning, contract arrangements and vendor relations to support data-driven decision-making.

7. Digital Delivery and Customer Service

- Exploring and implementing digitization for online service delivery to ensure customer service standards are met.
- Using a variety of approaches or tools to ensure service delivery in all situations, including pursuing delivery methods that have evolved since COVID-19.

We will continue to update you on the government's priorities for economic development to guide Invest Ontario's business plans and sector-based investment attraction strategies to align with prevailing provincial policy direction.

We look forward to hearing how our priorities will be reflected in the agency's upcoming business plan and ongoing agency operations.

We are confident that the ministry and the agency will maintain a cooperative relationship that facilitates efficient agency oversight. The Deputy Minister will continue to enable, support, and advance Invest Ontario's development and ability to fulfil its legislated objectives. We ask that agency staff continue to provide timely updates to our office and the ministry at-large on the development of critical investment files and overall progress for inclusion in quarterly progress reports.

We thank you and the Invest Ontario Board of Directors for your continued service and support. Together, we have an ambitious agenda for Invest Ontario. We look forward to working with you to build opportunity and prosperity for the people of Ontario.

Should you have any questions or concerns, please do not hesitate to contact Deputy Minister Stephen Rhodes.

Sincerely,

A handwritten signature in blue ink, appearing to read 'V Fedeli', with a long horizontal stroke extending to the right.

Victor Fedeli

Minister of Economic Development, Job Creation and Trade

- c: Heather Potter, Chief of Staff, Minister's Office
Stephen Rhodes, Deputy Minister, Ministry of Economic Development, Job Creation and Trade
Trevor Dauphinee, Chief Executive Officer, Invest Ontario
David Barnes, Assistant Deputy Minister, Trade Policy, Industry and Investment Division, Ministry of Economic Development, Job Creation and Trade