

# Results-based Plan Briefing Book 2008-09

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**Ministry of Economic  
Development and Trade**

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**Ministry of Economic Development and Trade**

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**PART I: PUBLISHED RESULTS-BASED PLAN 2008-09****Ministry Overview****Ministry Vision and Mandate**

With its vision of 'A Stronger Ontario, Creating Jobs in Today's Economy', the mandate of the Ministry of Economic Development and Trade (MEDT) is to build a stronger Ontario by encouraging economic growth and job creation.

**Priorities**

To achieve its mandate, the ministry priorities will be:

- To form key partnerships to strengthen Ontario by moving forward with major new economic development initiatives, including:
  - The Next Generation of Jobs Fund
  - Investment Ontario Inc.
  - Sector-specific support
- To support the growth of an innovative, competitive economy
- To attract quality jobs to Ontario by attracting/leveraging new investments
- To streamline and modernize the regulatory approval process
- To support the government's Climate Change objectives
- To reduce the paper and regulatory burdens for business.

**Strategies**

MEDT will deliver its priorities by focusing on three strategies:

- ***Industry and Cluster***

Strengthens key economic sectors by promoting and supporting new business investment through strategic partnerships with industry, other levels of government, other jurisdictions and Aboriginal peoples.

- ***Automotive Investment***

Focuses on ensuring Ontario remains a leader in North American auto production by attracting significant investments with innovation, strategic skills training and public infrastructure components.

- ***Investment and Trade***

Positions Ontario worldwide as a preferred business location, attracting more foreign direct investment and skilled jobs; and promotes the sale of Ontario

products/services in the global marketplace, focussing on both traditional and emerging markets and opportunities.

## Challenges

The ministry faces a number of challenges in delivering its mandate in 2008-09. Lower economic growth is forecast due to external factors, primarily a slowdown in the U.S. economy, high oil prices, a strong dollar, and global competition for trade and investment from emerging global economies.

## Meeting the Challenges

The ministry plans to meet these challenges by focusing on:

- Introducing several new initiatives to support the Ontario manufacturing and key service sectors and attract quality jobs to Ontario
- Providing assistance to regional and local economies affected by the economic slowdown
- Strengthening partnerships with stakeholders and key economic development partners to identify opportunities to promote trade and investment in Ontario
- An aggressive, integrated domestic and international marketing campaign to position Ontario as a premier investment location and promote export programs and services, including a co-ordination centre (Ontario Investment and Trade Centre) for Ontario economic development partners
- Pursuing an aggressive strategy to attract investment, including a number of investment and trade missions led by the Premier and Ministers
- Facilitating investment site selection in Ontario by developing a state-of-the-art Geographic Information System
- Working to achieve strong, sustainable growth across key business clusters by consulting with stakeholders and addressing investment and retention opportunities, impediments and issues
- Using Ontario's increased international presence to more actively promote trade and investment opportunities
- Strengthening inter-provincial trade.

## New Initiatives

In 2008-09, MEDT will implement a number of new initiatives to complement its existing programs.

- ***Next Generation of Jobs Fund***

A five-year, \$1.15 billion fund that is part of Ontario's plan to keep pace with changes in the global economy and create jobs in areas of great potential for Ontario:

- Clean automotive and other green technology
- Health and biotechnology research and development

- Creative industries like digital media and information and communications technology
- Pharmaceutical research and manufacturing.

Further information on the program details is available at [www.ontariocanada.com](http://www.ontariocanada.com).

- ***Eastern Ontario Development Fund***

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 of up to \$80 million to attract investment to rural, eastern Ontario.

- ***Investment Ontario Inc.***

In support of the government's commitment to secure new investment and jobs for Ontario, an 'independent investment agency' is being established with strong public-private cooperation that will provide business with 'fast and effective access to economic development services and assistance'.

- ***Regulatory Modernization Initiative***

In support of the government commitment to reduce the paper burden on business, the ministry is working to implement a 'cap and trade' system for government regulations. When regulations are enacted, others will have to be eliminated.

## **Ongoing Initiatives**

- ***The Ontario Manufacturing Council***

MEDT will continue to spearhead the new Ontario Manufacturing Council that brings together industry and government leaders to chart a strategic vision for Ontario manufacturing.

- ***Advanced Manufacturing Investment Strategy (AMIS)***

To support Ontario's manufacturing industries, the ministry will continue to support the AMIS program. Project thresholds have been reduced to 50 jobs created / retained or \$10 million invested (previously 100 jobs / \$25 million). Also, the program's incentive has increased from a 10% to a 30% loan.

- ***Ontario Automotive Investment Strategy (OAIS)***

The Ontario government's \$500 million Ontario Automotive Investment Strategy was launched in April 2004 to leverage private sector investment in key areas supporting the industry's competitiveness. OAIS allows Ontario to partner with the auto industry

and the federal government on investment attraction/retention and addresses five main policy objectives: skills, innovation, infrastructure, environmental and energy technologies. It also allows Ontario to more aggressively compete for investment with the U.S. and Mexico.

- ***Regional and Local Economies in Transition***

MEDT will continue to lead efforts 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.

- ***Strengthening Stakeholder Relationships***

As the need for advanced manufacturing and innovation is very important for the auto sector, in 2008-09, the ministry will continue to build strong relationships with our key automotive partners and stakeholders.

The ministry is working to achieve strong, sustainable growth across key business clusters including information and communications technologies; financial services; tool, die and mould and other sectors. Roundtable meetings are being organized to consult with industry representatives in these sectors, so that the ministry can provide advice to the government on industrial policy issues.

- ***Strengthening Inter-provincial and International Trade***

MEDT will continue to strengthen Ontario/Alberta alliances and promote opportunities for Ontario manufacturers to benefit from the oil sands development in Alberta. The ministry has identified opportunities for Ontario firms specializing in metal products, industrial machinery and equipment, and engineering and construction services to meet the demand in Alberta.

MEDT will work with other ministries to pursue the negotiation of a new trade and economic agreement with Quebec, an initiative announced November 2007 by Premiers McGuinty and Charest.

MEDT will continue to advance Ontario's interests in international trade negotiations and disputes and to work with these relevant ministries to defend Ontario programs challenged.

- ***Investment Marketing***

In 2008-09, MEDT will launch a new creative look for its investment marketing campaign. The campaign will use a combined tactical approach including: print and broadcast advertising, media relations activities, including sector specific media tours, quarterly direct mail deployments and event and sales support promotion materials.

- ***International Trade Development***

MEDT will continue to promote the export of Ontario products and services in the global marketplace, focusing on both traditional and rapidly developing markets. The ministry is helping companies to be leaders, grow in new markets and create jobs.

MEDT will launch a new integrated marketing campaign to promote the programs and services we provide to small and medium enterprises (SME's).

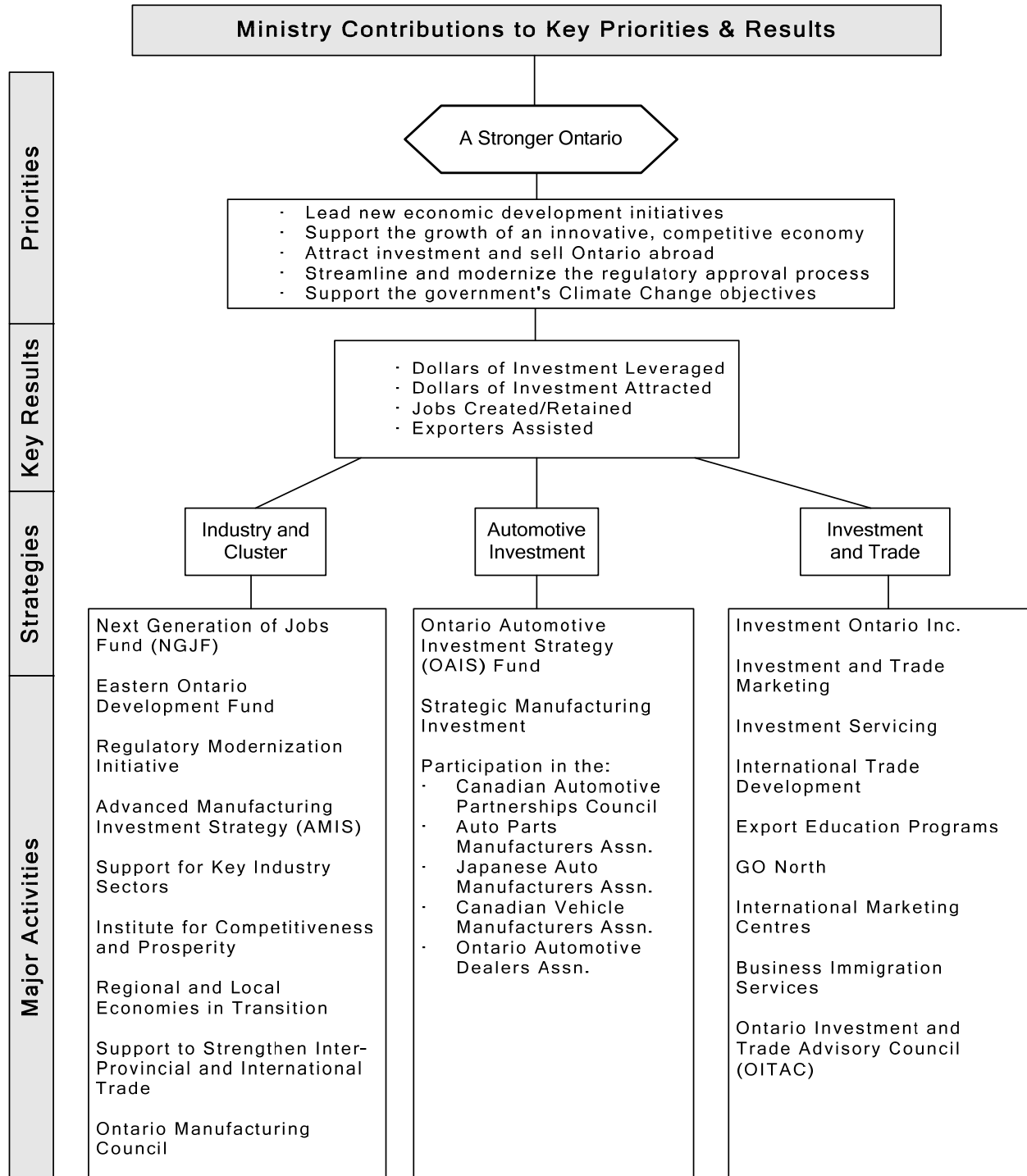
- ***Collaboration with Partners to Promote Economic Development***

In order to take advantage of strategic opportunities and to achieve efficiencies, MEDT will work with other Ontario ministries, other levels of government, industry organizations and the private sector.

For example:

- MEDT works with the Ministry of Research and Innovation (MRI) to promote Ontario's strengths as a preferred location for undertaking research and development in medical/life sciences, advanced materials and information/communications technologies.
- MEDT also works with the Ministry of Small Business and Entrepreneurship (MSBE) to promote export opportunities to SME's.

MEDT's Ontario Investment and Trade Centre (OITC) in downtown Toronto coordinates a working group of more than 15 Ontario ministries and agencies involved to varying degrees in investment and trade, in order to ensure a swift, coordinated and comprehensive response to global business opportunities facing Ontario. The OITC also coordinates a Regional Focus Group involving representatives of regional economic development authorities and marketing organizations from all across Ontario. This provides a forum for information sharing, the exchange of "best practices", and the coordination of efforts in the international marketplace in order to maximize the value of the Ontario, Canada brand.



## Ministry Contribution to Key Priorities & Results – Highlights

### Support for Government Priorities

The ministry's strategies and programs support the government's priority of 'A Stronger Ontario' by:

- Leading the development and implementation of new job creation initiatives, such as:
  - The Next Generation of Jobs Fund
  - Investment Ontario Inc.
  - The Eastern Ontario Development Fund
- Continuing to implement key ongoing initiatives, including:
  - The Advanced Manufacturing Investment Strategy
  - The Regulatory Modernization Initiative
  - The Manufacturing Council
- Promoting and supporting new business investment
- Selling Ontario abroad
- Working with other ministries to support the government's strategies for Innovation and Climate Change.

### Key Performance Measures

The ministry results are measured by tracking:

- Investment dollars leveraged by the Automotive Investment Strategy and the Advanced Manufacturing Investment Strategy (AMIS) program
- New investment dollars attracted in strategic industries
- Jobs created/retained
- Exporters assisted.

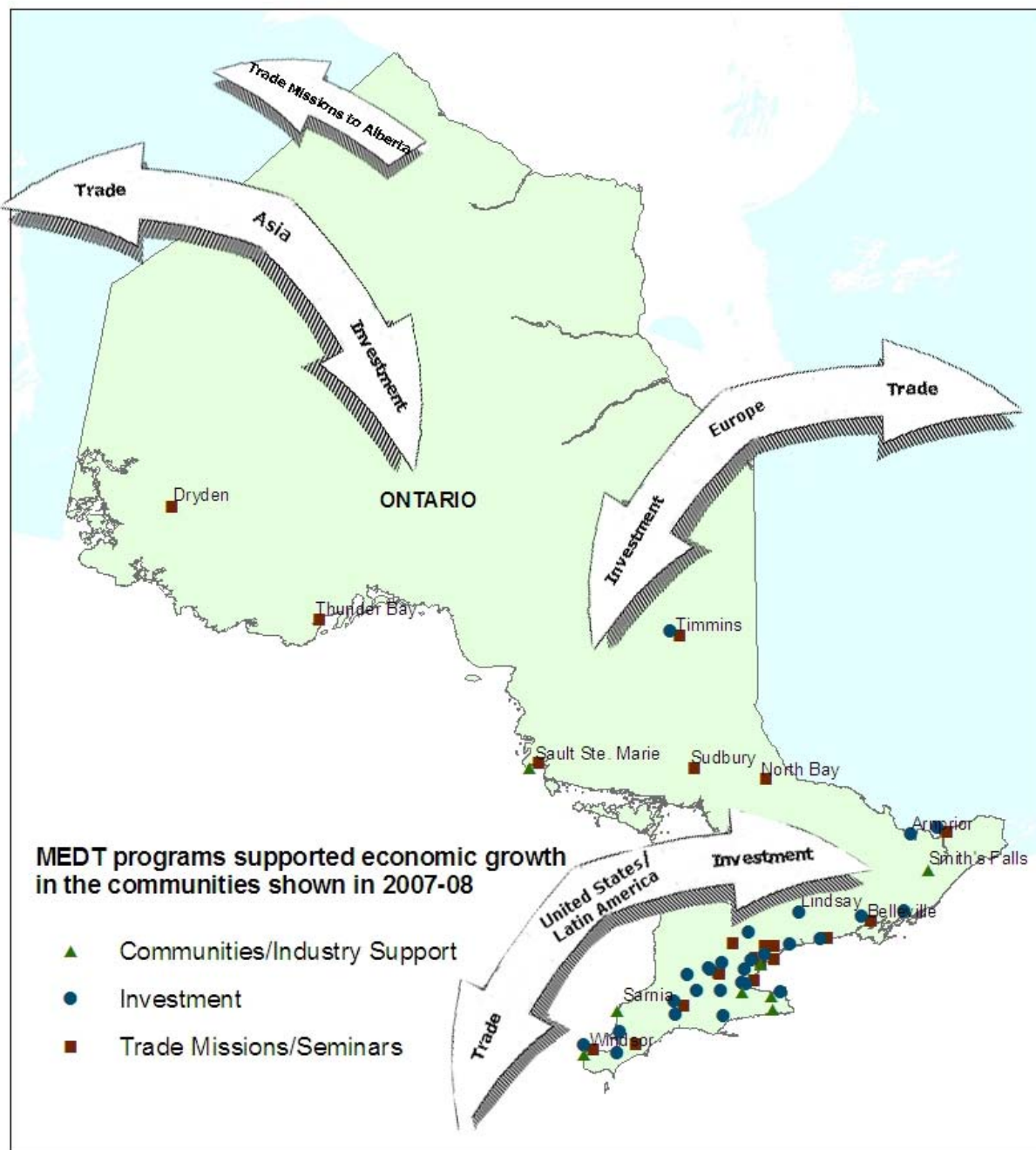
### Results

A summary of results and activities for 2007-08 follows:

- **Investment**
  - The Advanced Manufacturing Investment Strategy (AMIS) supported 15 innovative projects, leveraged about \$850 million in new investments and supported the creation or retention of about 3,800 jobs over a five-year period.
  - \$477 million in new investment and 6,900 jobs in strategic industries were attracted.
  - The Ontario Automotive Investment Strategy leveraged well over \$10 million in new investment and created and retained thousands of jobs, for a total of almost \$7.5 billion of investment leveraged.

- **Trade**
  - Assisted over 1,000 new exporters/existing exporters into new markets.
  - Organized over 50 outbound missions plus 9 virtual trade missions.
  - Hosted over 45 conferences/seminars.
  - Delivered 10 New Exporters to Border States (NEBS)/reverse NEBS programs.
  - Lead a delegation of over 130 Ontario companies (and over 220 participants including regional Economic Development Organizations (EDO's) to Alberta's National Buyer/Seller's Forum
  
- **Industry Consultations**
  - Consulted widely with industry on a range of topics, including issues affecting the following sectors:
    - Information and Communications Technology
    - Financial Services
    - Manufacturing
    - Chemicals
    - Brand-name pharmaceutical
    - Plastics
    - Steel
    - Bioeconomy and alternative energy (solar, wind, biogas).
  - Additional consultations are being planned for 2008-09.
  
- **Assistance to municipalities and sectors facing economic challenges:**
  - Assisted numerous municipalities to implement a range of economic development initiatives.
  - Worked with specific sector groups to implement a number of skills training/productivity/marketing initiatives.
  
- **Business Immigration Services**
  - Assisted over 150 companies with corporate immigration services.
  - Hosted over 3,000 potential and existing business immigrants at domestic and international seminars.

## MEDT Programs Supporting Economic Growth



## Ministry Activities

For the **Industry and Cluster Strategy**, the ministry's key programs that support economic growth and job creation are as follows.

- The Advanced Manufacturing Investment Strategy (AMIS) program supports investments in advanced manufacturing technologies and processes, such as new or improved products/processes, materials innovations, innovative waste management technologies and energy efficiencies.
- Support for key industry clusters to achieve strong, sustainable growth, including information and communications technologies (ICT), financial services, life-sciences, aerospace and advanced manufacturing. Specific activities include working with the Ontario Chemical Value Chain Initiative (OCVCI) and the Ontario Bio-Auto Council.
- The Institute for Competitiveness and Prosperity is a not-for-profit corporation which measures and monitors Ontario's productivity, competitiveness and economic progress compared to other provinces and U.S. states. The Institute provides research to support the Task Force on Competitiveness, Productivity, and Economic Progress and developed the Martin Prosperity Institute to study competitiveness.
- Economic Stimulus Support provides assistance to regional and local economies affected by the economic slowdown in the manufacturing sector.
- Support to Strengthen Inter-provincial and International Trade includes the negotiation of international and internal trade agreements and the resolution of trade disputes to remove barriers to trade and to defend Ontario programs.
- Support for the Canadian Manufacturers and Exporters to work with companies on productivity, energy conservation and implementation of I.T. for SME's.
- Continued support for the Ontario Manufacturing Council to help increase the competitiveness of our manufacturers.
- The Regulatory Modernization Initiative will streamline approval processes and modernize the regulatory regime, making it more efficient and effective for business.
- The Next Generation of Jobs Fund will support environmental advances in strategic areas of the economy, including green auto research, parts, production and assembly, clean fuels, environmental technologies, the bio-economy, digital media and ICT.
- The Eastern Ontario Development Fund will build on existing initiatives to maintain and build infrastructure and attract economic growth

- Coordinate provincial activities in support of Shell Canada's consideration of building a new multi-billion dollar oil and gas refinery near Sarnia, including consultations with local First Nations.

For the **Automotive Investment Strategy**, the ministry's key programs that support economic growth and job creation include:

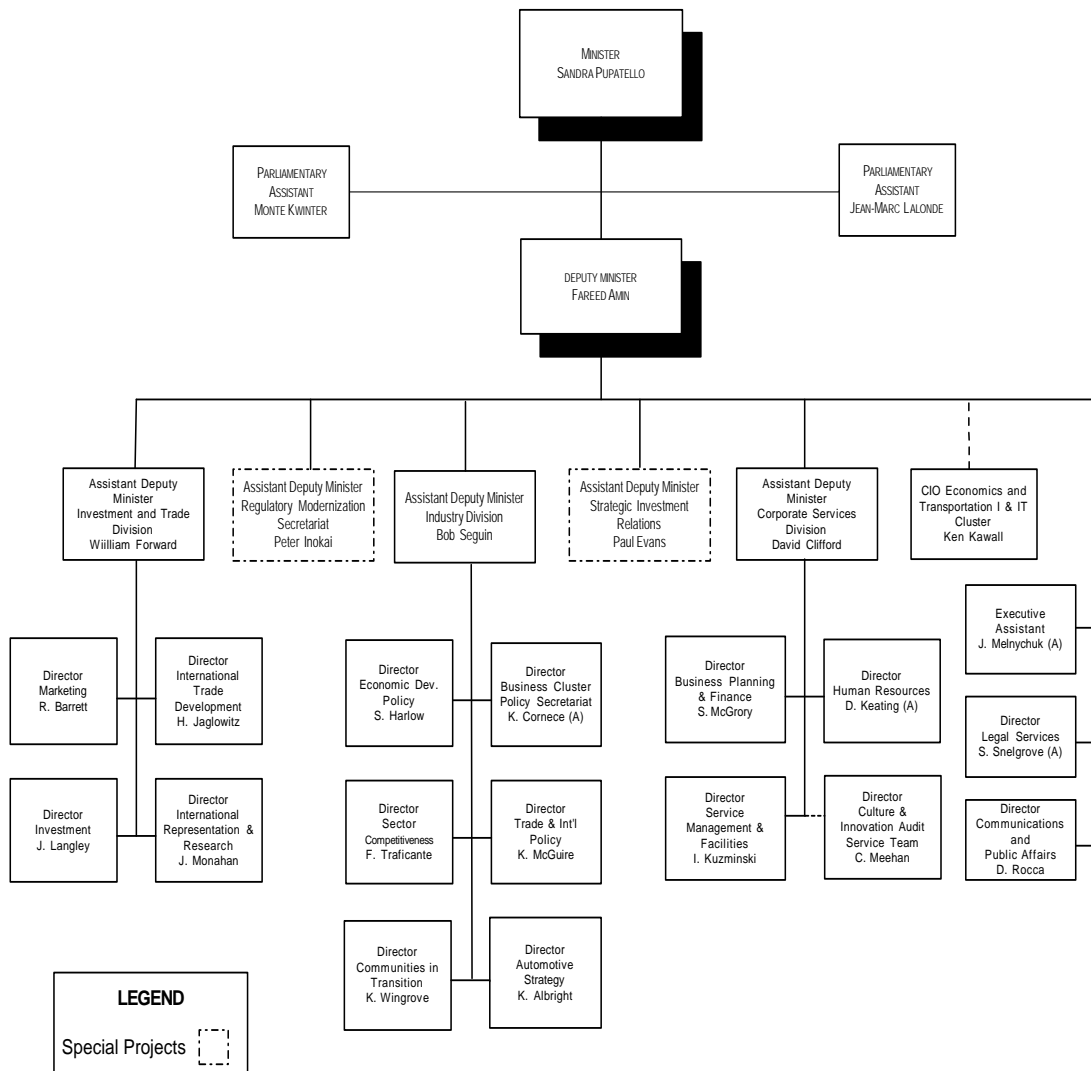
- The Ontario Automotive Investment Strategy (OAIS) program supports significant investments by the automotive industry in research and innovation, skills training, improved environmental and energy technologies and public infrastructure.
- The Strategic Manufacturing Investment program supports the Toyota and Honda investments.
- The ministry participates in:
  - The Canadian Automotive Partnerships Council (CAPC) is an industry-labour-government forum for the auto industry. The mandate of CAPC is to identify and prioritize actions needed to strengthen the Canadian automotive industry.
  - The Auto Parts Manufacturers Association (APMA)
  - The Japanese Auto Manufacturers Association (JAMA)
  - The Canadian Vehicle Manufacturers Association (CVMA)
  - The Ontario Automotive Dealers' Association (OADA).
  - Bio-Auto/Bio-Car

For the **Investment and Trade Strategy**, the ministry's key programs to support economic growth and job creation are:

- Investment and Trade Marketing focuses on Ontario's international and domestic branding and marketing campaign to promote Ontario as a premier investment location and the programs and services of the Division in support of its trade clients.
- Investment Servicing provides site location services and detailed investment information to meet foreign investors' needs. The program focuses on key sectors for new and expanded investment including: automotive; life sciences; business process outsourcing and financial services; information communication technologies; and advanced manufacturing.
- International Trade Development programs assist Ontario companies to develop new export opportunities and assist foreign buyers to find Ontario suppliers for their purchasing requirements. Initiatives include international trade missions and shows.
- Export Education programs and products include market research/sector and country profiles; "Getting Ready to Export" brochures and seminars; and website information on export opportunities.

- The GO North program attracts anchor investments (over 100 employees) to northern towns and cities. MEDT collaborates with the Ministry of Northern Development and Mines and the Ministry of Finance (MOF) to deliver the program.
- International Marketing Centres (IMCs) provide investment and trade services in key markets. Centres are located in London, Los Angeles, Munich, New Delhi, New York City, Shanghai, Tokyo, Beijing, Mexico City and Paris.
- The Business Immigration program provides services to new business immigrants, including consultations, seminars and information on establishing businesses in Ontario.
- The Ontario Investment and Trade Advisory Council includes senior business leaders from key industry sectors. The Council provides advice on opportunities for investment and trade and acts as a champion of Ontario's investment and trade strategy.
- Investment Ontario Inc., an agency modeled on successful efforts in places like Ireland, will be established to unite the government with the private sector to secure new investment and jobs.

# Ministry of Economic Development and Trade 2008-09 Organization Chart



**LEGISLATION FOR WHICH THE MINISTRY IS RESPONSIBLE**

Development Corporations Act

Ministry of Economic Development and Trade Act

Research Foundation Act

Dissolution of Inactive Corporations 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.

### **Operational Enterprise Agencies**

#### 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 (IIP).

#### 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.

#### Ontario Manufacturing Council

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

**PUBLISHED RESULTS-BASED PLAN 2008-09**
**MINISTRY FINANCIAL INFORMATION**
**Table 1: Ministry Planned Expenditures 2008-09**

Program Name	Ministry Planned Expenditures (\$M)
<b>Operating *</b>	<b>436.6</b>
<b>Capital</b>	<b>-</b>
<b>Total</b>	<b>436.6</b>
<b>Operating Assets</b>	<b>147.9</b>

\*Excludes Net Consolidation Adjustment – Ontario Immigrant Investor Corporation

**Table 2: Operating and Capital Summary by Vote**

The Ministry focuses its efforts on activities which support a prosperous and competitive economy by: ensuring Ontario remains a leader in North American auto production through innovation and a skilled workforce: attracting more foreign investment and skilled jobs; promoting trade and diversifying Ontario's export markets: and supporting strong, sustainable growth in areas of great potential for Ontario, including clean automotive and other green technologies, health and biotechnology research and development, creative industries like digital media and information and communication technologies and pharmaceutical research and manufacturing.

Votes/Programs	Estimates 2008-09 \$	Change from Estimates 2007-08		2007-08*		Actuals 2006-07 \$
		\$	%	Estimates \$	Interim Actuals \$	
<b>OPERATING AND CAPITAL</b>						
Ministry Administration Program	15,581,300	(22,400)	0%	15,603,700	13,189,531	13,969,976
Economic Development and Trade Program	418,895,400	8,504,200	2%	410,391,200	435,208,792	179,191,305
<b>Total Including Special Warrants</b>	<b>434,476,700</b>	<b>8,481,800</b>	<b>2%</b>	<b>425,994,900</b>	<b>448,398,323</b>	<b>193,161,281</b>
Less: Special Warrants	-	240,775,000	100%	(240,775,000)	-	-
<b>Total To Be Voted</b>	<b>434,476,700</b>	<b>249,256,800</b>	<b>135%</b>	<b>185,219,900</b>	<b>448,398,323</b>	<b>193,161,281</b>
Special Warrants	-	(240,775,000)	-100%	240,775,000	-	-
Statutory Appropriations	2,081,187	17,488	1%	2,063,699	588,504	268,799
<b>Ministry Total Operating and Capital Expense</b>	<b>436,557,887</b>	<b>8,499,288</b>	<b>2%</b>	<b>428,058,599</b>	<b>448,986,827</b>	<b>193,430,080</b>
Net Consolidation Adjustment - Ontario Immigrant Investor Corporation	8,700,000	1,300,000	18%	7,400,000	8,216,014	5,436,997
<b>Total Including Consolidation and Other Adjustments</b>	<b>445,257,887</b>	<b>9,799,288</b>	<b>2%</b>	<b>435,458,599</b>	<b>457,202,841</b>	<b>198,867,077</b>
<b>OPERATING ASSETS</b>						
Economic Development and Trade Program	147,878,400	20,302,900	16%	127,575,500	51,958,415	37,006,348
Less: Special Warrants	-	70,000,000	-100%	(70,000,000)	-	-
<b>Total Assets To Be Voted</b>	<b>147,878,400</b>	<b>90,302,900</b>	<b>16%</b>	<b>57,575,500</b>	<b>51,958,415</b>	<b>37,006,348</b>
Special Warrants	-	(70,000,000)	-100%	70,000,000	-	-
<b>Ministry Total Operating Assets</b>	<b>147,878,400</b>	<b>20,302,900</b>	<b>-100%</b>	<b>127,575,500</b>	<b>51,958,415</b>	<b>37,006,348</b>

\* 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 I:**
**ANNUAL REPORT 2007-08**

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

The ministry focused on three strategies to achieve economic growth:

- Industry and Cluster
- Automotive Investment
- Investment and Trade.

Through the **Industry and Cluster Strategy**, the ministry contributed to economic growth by:

- Supporting 15 innovative projects through the Advanced Manufacturing Investment Strategy (AMIS) which will lever about \$850 million in new investments and support the creation or retention of about 3,800 jobs over a five-year period.

<b>Advanced Manufacturing Investment Strategy (AMIS) Projects</b>		
<b>Company</b>	<b>Location</b>	<b>Investment \$M Levered</b>
Diamond Aircraft Industries	London	106.4
FAG Aerospace Inc.	Stratford	17.8
Flakeboard Company	Sault Ste Marie	16.0
Koolatron Corporation	Brantford	23.3
Procter & Gamble Inc.	Brockville	30.0
Roxul	Milton	103.7
Skyjack Inc.	Guelph	24.8
Global Composite Manufacturing	Tilbury	20.9
Toyotetsu Canada Inc.	Simcoe	71.5
Ferrero Canada Ltd.	Brantford	55.0
Toyota Boshoku Canada Inc.	Woodstock	87.3
Dofasco Inc.	Hamilton	60.5
Bioniche Life Sciences Inc.	Belleville	107.0
Heroux-Devtek Inc.	Kitchener	28.5
Kellogg	Belleville	97.3
<b>TOTAL</b>		<b>850.0</b>

- Creating the Regulatory Modernization Secretariat in May 2007 to support the 2007 Ontario Budget commitment to modernize the regulatory regime and generate options on how to manage the ongoing review and modernization of Ontario's regulatory business climate while protecting public interests.
- Leading efforts 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. For example:
  - In June 2007, the Ontario Government matched the \$500,000 investment by the Region of Niagara, municipalities and the Niagara Economic Development Corporation in support of four initiatives to help position Niagara as a leading business hub.
  - In August 2007, \$335,000 was invested in the Town of Smiths Falls and surrounding municipalities in support of five initiatives designed to respond to the pending closures of the Hershey chocolate plant and the Rideau Regional Centre.
- Developing three new initiatives to strengthen Ontario/Alberta alliances and create opportunities for Ontario manufacturers from the oil sands development in Alberta:
  - National Buyer/Seller Forum in Edmonton, Alberta in March 2008
  - Ontario Government/Canadian Manufacturers and Exporters Oil Sands Partnership
  - Searchable database of Ontario manufacturers and suppliers.

Through the **Ontario Automotive Investment Strategy**, the ministry has attracted over \$7 billion in new investments and anchored thousands of high-value jobs.

- In 2007-08, the ministry continued to support the automotive industry and recently attracted two additional automotive investments:
  - AGS Automotive/Tiercon in Stoney Creek - \$6 million
  - Denso Manufacturing Canada Inc in Guelph - \$4.5 million.

Through the **Investment and Trade Strategy**, the ministry promoted Ontario's economic growth and competitiveness by:

- Attracting over \$475 million in new investment and close to 7,000 jobs in strategic industries.
- Examples are below:

<b>2007/08 Investment Attracted</b>			
<b>Company</b>	<b>Location</b>	<b>Investment \$M Attracted</b>	<b>No. of Jobs</b>
Toyota Boshoku	Woodstock	22.5	35
Minacs Worldwide (3)	Mississauga, Hamilton, Niagara Falls	21.8	1,425
Merrill Lynch	Toronto	10	450
Roxul	Milton	135	100
Hanwha Group	London	70	120

- Assisting over 1,000 new exporters/existing exporters access new markets.
- As a result of the Premier's Mission to India and Pakistan in January 2007, over 55 of the organizations participating on the mission are actively pursuing their strategy for India and at least 9 organizations have since made one or more return visits to India to follow-up on their business initiatives.
- Three new International Marketing Centres have been opened in Beijing, Paris and Mexico City.
- The Ontario Investment and Trade Centre (OITC) was established and will serve as a co-ordination centre for Ontario investment attraction efforts that are currently dispersed across several ministries and other organizations.
- Over 150 companies have been assisted with corporate immigration services and over 3,000 potential and existing business immigrants have been hosted at our domestic and international seminars.
- The ministry worked with the Ministry of Citizenship and Immigration (MCI) on the pilot Provincial Nominee Program in support of multinational investment. In addition, the ministry and MCI worked with the federal government on developing a Temporary Foreign Worker Annex to the Canada-Ontario Immigration Agreement.

**Table 1: Ministry Expenditures**

	<b>Ministry Actual Expenditures (\$M) 2007-08</b>
<b>Operating (incl. OIIC Consolidation)</b>	<b>428.4</b>
<b>Capital</b>	<b>28.8</b>
<b>Staff Strength (As of March 31, 2008)</b>	<b>299.2</b>

## GLOSSARY

AMIS	Advanced Manufacturing Investment Strategy
APMA	Automotive Parts Manufacturers Association
BCDC	Business Climate Deputies Committee
CAPC	Canadian Automotive Partnership Council
CIBMS	Customer Information and Business Management System
CVMA	Canadian Vehicle Manufacturers Association
CORPAY	Corporate Payroll System
DRS	Democratic Renewal Secretariat
eCRM	electronic Client Relationship Management
eDA	electronic Delegation of Authority System
EDO	Economic Development Officer/Economic Development Organization
ENERGY	Ministry of Energy
FOI	Freedom of Information
HR	Human Resources
ICT	Information and Communications Technologies
IIP	Immigrant Investor Corporation
IT	Information Technology
IFIS	Integrated Financial Information System
IM & IT	Information Management & Information Technology
IMCs	International Marketing Centres
ITEXus	IT Exporters to U.S. Border States
JAMA	Japanese Auto Manufacturers Association
MEDT	Ministry of Economic Development and Trade
MIA	Ministry of Intergovernmental Affairs
MCI	Ministry of Citizenship and Immigration
MNDM	Ministry of Northern Development and Mines
MOF	Ministry of Finance
MOL	Ministry of Labour
MRI	Ministry of Research and Innovation
MSBE	Ministry of Small Business and Entrepreneurship
MTO	Ministry of Transportation
MTR	Ministry of Tourism
NEBS	New Exporters to Border States
OADA	Ontario Automotive Dealers' Association
OAIS	Ontario Automotive Investment Strategy
OCVCI	Ontario Chemical Value Chain Initiative
ODC	Ontario Development Corporation
OITAC	Ontario Investment and Trade Advisory Council
OITC	Ontario Investment and Trade Centre
OIIC	Ontario Immigrant Investor Corporation
OMC	Ontario Manufacturing Council
OPS	Ontario Public Service
ODOE	Other Direct Operating Expenditures
OSS	Ontario Shared Services
SMEs	Small and Medium Enterprises
WIN	Workforce Information Network

