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Investment Attraction: Learning from "Best Practice" Jurisdictions

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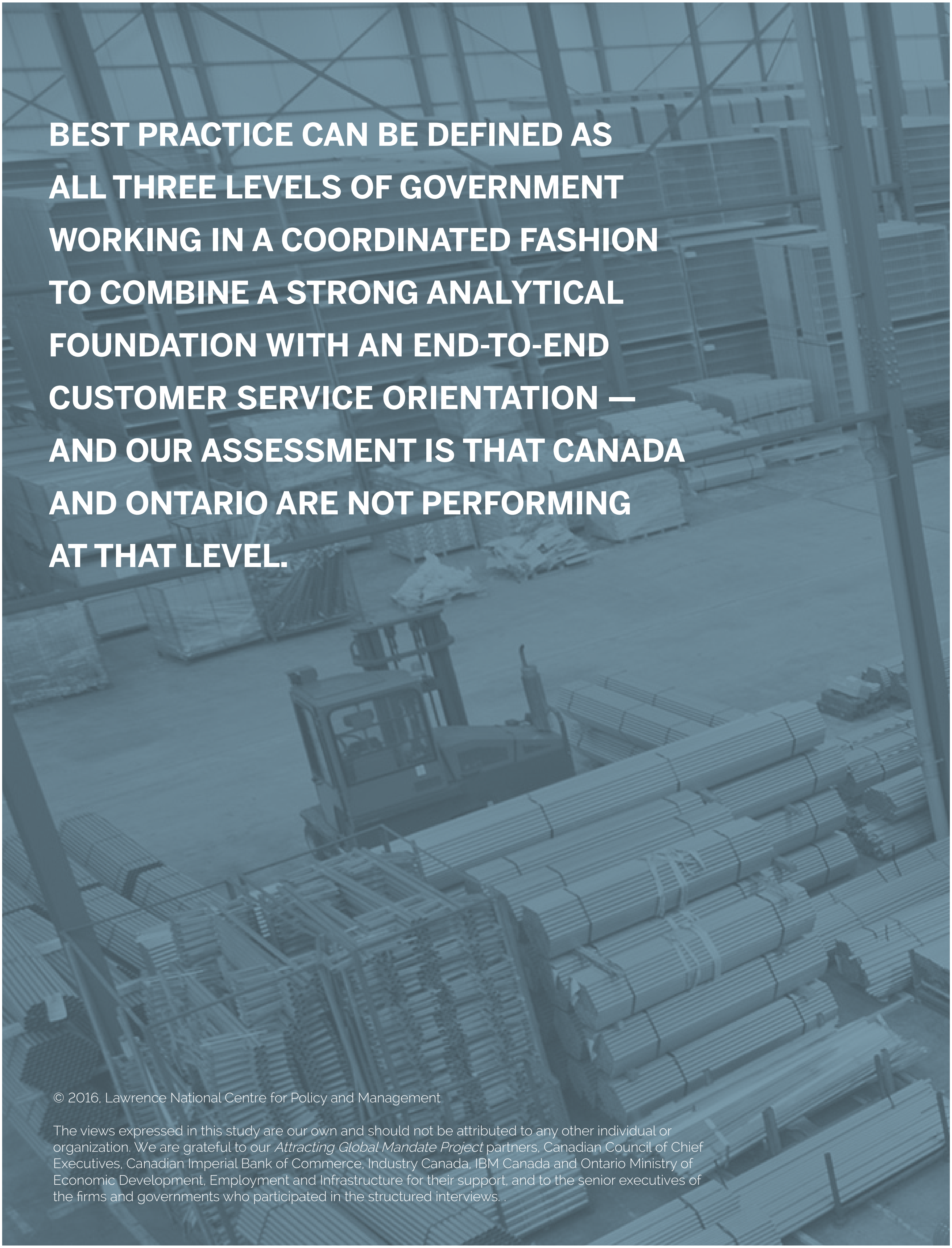

BEST PRACTICE CAN BE DEFINED AS ALL THREE LEVELS OF GOVERNMENT WORKING IN A COORDINATED FASHION TO COMBINE A STRONG ANALYTICAL FOUNDATION WITH AN END-TO-END CUSTOMER SERVICE ORIENTATION — AND OUR ASSESSMENT IS THAT CANADA AND ONTARIO ARE NOT PERFORMING AT THAT LEVEL.

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The views expressed in this study are our own and should not be attributed to any other individual or organization. We are grateful to our *Attracting Global Mandate Project* partners, Canadian Council of Chief Executives, Canadian Imperial Bank of Commerce, Industry Canada, IBM Canada and Ontario Ministry of Economic Development, Employment and Infrastructure for their support, and to the senior executives of the firms and governments who participated in the structured interviews. .

Introduction and Overview

A core recommendation from CEOs of successful Canadian firms is that all players in Canada need to raise their game in investment attraction, learning lessons from best-practice jurisdictions starting with the best in class: Mexico.

To spur action in this area, the Lawrence Centre conducted research into Mexico's approach to investment attraction, as well as those of other countries that consistently rank among the most successful jurisdictions globally in terms of inward flows of foreign direct investment (FDI). We also worked closely with officials from key agencies of the Government of Canada and the Government of Ontario to map and assess their current practices in this regard.

This study summarizes best-practice approaches to FDI attraction, assesses the status quo for investment attraction in Canada and Ontario against the best practices of competitors, and sets out key recommendations for improvements needed to push Canada to the forefront of this crucial arena.

Best Practices Globally in FDI Attraction

The five jurisdictions that we selected — the United States (the federal government and the state of Utah), Mexico, Singapore and Hong Kong — differ considerably from Canada in one or more of the following areas: size, structure of the economy, government structure and level of development. Despite these differences, each jurisdiction provides relevant lessons on successful investment attraction.

The **United States** (whether nationally or the state of **Utah**) and **Mexico** share certain key characteristics with Canada and compete directly on that basis. Most notably, all three countries offer direct access to the NAFTA market, which represents approximately US$21 trillion in annual GDP (28 percent of the global economy) and a projected consumer base of almost 500 million people by 2020. All three have federal forms of government, albeit with important differences regarding the vesting of specific powers at each level of government. The United States and Mexico also aggressively attract investment to many of Canada's most active industrial sectors, such as auto assembly, aerospace and pharmaceuticals. The steps that these two countries have taken in coordinating the efforts and communication between various levels of government yield important lessons on how inter-governmental collaboration can function and can positively impact a foreign company's investment experience.

Singapore and **Hong Kong** are fundamentally different from Canada in that their economies and landmass are only a fraction of Canada's in size, their economies are much more heavily weighted to the service sector, and they possess highly centralized governments. However, their consistent success in capturing investment mandates in an intensely competitive region provides interesting insights into how Canada's investment attraction efforts could operate in a more streamlined, efficient manner.

WHAT WE DID

Our assessment of "best practices" in FDI attraction among competing jurisdictions initially focused on ProMexico. In addition to investigating information made publicly available by ProMexico, notably through its website and publications, we interviewed decision makers at two leading Canadian firms that have multiple establishments in Mexico. We also interviewed two locally engaged senior staff of the Trade Commissioner Service of Canada who are based in major regional centres in Mexico and were recommended by a former Canadian Ambassador to Mexico for their extensive knowledge of the practical operations of ProMexico "on the ground."

To round out our understanding of practices in other successful jurisdictions, we investigated the evolving approach in the United States, as represented by SelectUSA at the federal level, and by various U.S. states, with a particular focus on Utah. We based these assessments on publicly available information, interviews with the same two Canadian firms (which also have affiliated operations in the United States), along with interviews with an American executive with deep experience in site location decisions, and with a senior official from a U.S. state agency. Finally, we investigated the approaches taken by Hong Kong and Singapore, which rank in the top five FDI destinations worldwide, along with the U.S., on the basis again of public information and an interview with a Hong Hong government representative.

ProMexico

ProMexico is a federal-level institution tasked with FDI attraction, guided by the strategic goal of raising production in, and exports from, Mexico. It does so by attracting foreign production to Mexico, and by encouraging and facilitating the growth of new supply chains through which domestic firms can supply to investing companies and their competitors. ProMexico identifies priority sectors in which Mexico has the potential to develop or enhance key elements of comparative advantage and attract investors. In addition to building a value proposition for investing in Mexico as a whole, it pursues a targeted strategy with foreign companies that are not only potential investors, but also potential supply-chain partners for both existing and new firms and industries (foreign-based and/or local).

ProMexico enjoys political support and attention at the highest levels of government, and is evidently well-resourced, with a network of some 48 offices abroad (including Montreal, Toronto and Vancouver) and 31 offices across Mexico, as well as a highly-sophisticated website. It acts as the lead interlocutor with potential investors and ensures end-to-end support for investors before, during and after the establishment of operations on the ground, through to ongoing production and eventual expansion.

At the front end, ProMexico markets its country directly to potential investors generally and individually through a coordinated, unified approach. It supplements broad marketing efforts by bringing together government leaders — beginning with the President and senior ministers — and officials from the federal, state and local governments, universities and colleges, and existing firms to present targeted sales pitches to firms abroad and at home. ProMexico has also developed comprehensive web content that thoroughly addresses the full range of investor needs and information requirements in relation to the early stages of investment and site location decisions. This content includes detailed analysis of priority industries, such as location and names of supply chain partners, competitors, directories of a wide range of service providers, educational and research institutions, and detailed technology "roadmaps." It also provides interactive online site selection tools, local and national economic data and details of sector-related government programs (e.g., country-by-country detail on foreign market access).

Throughout the process of detailed business case analysis and due diligence by foreign investors, ProMexico provides dedicated "account executives," backed up by teams of sectoral experts, to facilitate links to the relevant public sector agencies (federal, state or local) and to potential private sector partners. The object is to facilitate the filling of any gaps in supply chains, infrastructure or talent — including access to skilled staff or to customized training programs in partnership with local colleges and technical institutions — and to help make contacts as necessary to resolve other information gaps or regulatory bottlenecks. These account executives also continue to provide "aftercare" services once production is up and running.

Mexico's undeniable success at attracting a large and growing share of FDI over the past decade in its priority sectors (notably autos, aerospace and pharmaceuticals) is often attributed by competing jurisdictions to a combination of low wages, a vast range of free-trade and other market access agreements, and large financial incentives (regularly criticized in Canada as "unaffordable"). The importance of wage levels to a specific investor will clearly be proportional to the labour intensity of production, which is typically low in advanced manufacturing, and must also be set against other factors such as transportation costs and availability of skilled labour.

However, based on our interviews, we also found that the role of incentives may be exaggerated. ProMexico's use of financial incentives appears to be quite selective, strategic and rooted in the logic of modern supply chains. In particular, it does appear to use financial incentives as part of its standard pitch to attract "anchors" for a supply chain in a particular industry and/or region (e.g., an auto or aerospace assembly plant). Yet its aggressive and targeted pursuit of additional FDI to fill out gaps along the supply chain into that anchor investment — such as Tier 1 and Tier 2 components and parts suppliers — often does not include direct financial incentives. This point was confirmed to us during interviews with Canadian executives who had direct involvement with Mexican operations.

In sum, ProMexico's client-centric, well-coordinated efforts to recruit and retain investors, coupled with its aggressive and focused location-marketing approach, have gained wide recognition among global companies, and stand out as a strong contributor to Mexico's ability to differentiate itself as a world-class investment location.

*Key lessons that we can draw from **ProMexico** include the following:*

- The importance of high-profile, targeted and direct participation in FDI attraction by the highest political figures in the country, abroad as well as at home, with detailed on-the-ground support and follow-up.
- The need for a set of strategic value propositions, advanced on a firm-by-firm basis by a well-coordinated, cohesive team drawn from diverse groups of key partners (governments, suppliers, education sector, investment attraction officials, etc.).
- The value of comprehensive, client-centric services addressing a broad scope of business requirements that take into account talent and supply chain gaps (e.g., imported material needs, energy costs, etc.), navigating imperfect markets for information, resolving infrastructure and logistical bottlenecks for investors.

SelectUSA

SelectUSA is a federal-level initiative launched by President Obama in 2011. It works with firms, economic development organizations and other stakeholders at all levels of government across the United States to (a) provide a single point of contact for current and potential businesses looking to invest in the U.S., (b) act as an information clearinghouse for investors and government officials, and (c) advocate at the national level for FDI attraction in U.S. regions and communities. It is also the lead coordinator of FDI attraction efforts across governments and federal departments and agencies.

SelectUSA pursues an aggressive marketing and outreach strategy on a global scale, and provides numerous opportunities for company executives to engage with high-level government officials — from high-profile "investment summits" to one-on-one meetings with state governors. It also engages foreign partners in strategic programs that are complementary to investment attraction, a recent example of which was the agreement between the United States and Germany to implement a dual-track vocational program for the advanced manufacturing sector.

SelectUSA provides a directly relevant model of how sophisticated, well-executed coordination across levels of government (and among federal government agencies in all stages of the FDI attraction cycle, from marketing to aftercare) can better provide value-added services to investors. Moreover, the personal participation by President Obama in large-scale FDI summits with foreign firms, along with the Cabinet-level Secretaries of Treasury, State, Commerce, Agriculture and Transportation, a range of State Governors, university presidents, and influential American business leaders, is a clear confidence-builder within the global investment community regarding the high priority given to foreign investment attraction.

*Key lessons that we can draw from **SelectUSA** include the following:*

- Coordination among government departments enables focused efforts and resources on a single point of entry for investors.
- Publicity generated by involvement of high-profile figures builds credibility and confidence with global investors.
- Broad, ready access to comprehensive, highly relevant data, a public track record (through company testimonials), and a diverse array of online tools simplify the search process for potential investors.
- Reciprocal agreements with foreign partners, such as partnerships on education, can be an effective means to raise the profile of subnational regions and boost chances of securing long-term mandates.

Utah Governor's Office of Economic Development (GOED)

Utah's GOED has a broad mandate that includes, among other things, "the creation, growth and recruitment of companies to Utah." GOED's approach to FDI attraction shares a number of best practices with other jurisdictions:

- Direct involvement from the highest political level is demonstrated not only by the fact that the office is directly under the Governor's authority, but also by the active participation of the Governor in high-profile GOED events and trade and investment missions abroad.
- GOED has developed a strategic focus on a set of key industries that are aligned with Utah's particular value proposition.
- GOED has created a program to designate select executives of firms located in Utah as "Ambassadors," and draws a significant share of potential FDI "leads" from discussions with firms already in Utah.
- GOED adopts a "one-stop shop" approach to dealing with investors as well as firms looking to expand in Utah. This approach extends not only across state government agencies but also to local jurisdictions and their economic development agencies, to educational institutions, and even to community players, including environmental groups and tribal leadership. Of note, GOED views its longstanding one-stop shop approach to be less of a competitive advantage in recent years, inasmuch as it has seen this approach be adopted by almost all U.S. states.

Our investigation of GOED does offer two additional practices for consideration beyond those adopted in our other review jurisdictions:

- The "firm recruitment" phase of FDI attraction efforts by Utah, including trade show participation and proactive targeting of contacts outside the state, is contracted out to private sector agents. The state government only becomes directly involved once specific potential investments are identified.
- Utah's approach to corporate investment incentives is set out explicitly in statute. It applies equally to FDI projects and to new projects or expansions by local firms, and provides for tax credits only as previously agreed benchmarks are met. The increased state tax revenue (sales tax, income tax, etc.) that a project is to create is one of the initial decision criteria, while actual increases in state tax revenue serve as a credit benchmark. Transparency is also central to this approach. Each year, GOED publishes detailed firm-level data, including state tax revenues from each project, corresponding tax credits earned, and whether projects are on track to meet their job creation targets and other commitments.

*Key lessons that we can draw from **Utah's GOED** include the following:*

- The one-stop shop approach to FDI attraction (and economic development interactions with firms generally) has become a "table stakes" requirement across the rest of North America; this should be viewed as a very strong message by governments in Canada.
- Various organizational models can be successful, provided that a common strategic vision and shared understanding of end-to-end roles are in place.
- Clear published guidelines and transparent public accounting for corporate incentives are straightforward ways to define and track progress on a consistent basis.

Singapore Economic Development Board (EDB)

EDB serves as the lead coordinator and facilitator for FDI across all development-related agencies in Singapore. It serves as the "one-stop agency" for companies seeking to invest in Singapore, formulates and implements economic strategies for the country, and promotes Singapore to select potential investors in alignment with its economic strategy. EDB provides integrated, one-on-one concierge services to investors through the tight coordination of efforts and linkages with other agencies and the Prime Minister's office, and assignment of senior, on-the-ground account executives to every company it engages. It also collaborates with local and foreign partner institutions on skills training and development.

EDB is unique in the role that it gives to private sector executives in strategy and policymaking, including positions on its advisory board for present and past CEOs of prominent multinationals. It also engages the private sector by having executives play a formal "ambassadorial" role for the country to their own global companies. The deep industry knowledge and expertise that results from such engagements enhances EDB's ability to target and service companies in a more sophisticated manner.

The following are some of the key lessons that we can draw from ***Singapore's EDB****:*

- Innovative, targeted and cost-efficient ways can be found to engage the private sector and break down two-way information barriers between business and government.
- Selective support for firms, combined with an agile and customized relationship management approach, fuels the creation of a more focused and sustainable set of ties in the long run.
- The senior standing of EDB within the government signals to potential investors the importance of investment attraction to the country, and drives interagency cooperation, which in turn leads to faster response time and more efficient use of resources.
- Extensive industry knowledge generated by in-house intelligence and expertise supports smarter targeting of specific companies and sectors, enhances an agency's ability to provide sophisticated services to businesses, and builds confidence in the agency as a credible and competent partner.

InvestHK

InvestHK is the department of the Hong Kong Government that is responsible for overseeing and managing end-to-end aspects of the FDI process for investing firms. It aims to create a streamlined path for information and services to reach investors, building long-term partnerships in collaboration with relevant government organizations. InvestHK does not provide financial subsidies specifically in support of FDI. However, investing firms are eligible for the same government assistance programs as those available to local firms, such as "cash rebates" for eligible local R&D expenditures.

Recognizing that Hong Kong is neither a manufacturing base nor a low-wage/low-cost economy, InvestHK focuses on proactive outreach to firms around the world that (a) have achieved significant market share in their home markets, (b) have an industry-leading product/service or growth potential, and (c) need to go global as a next step. Hong Kong offers a central hub or beachhead for a broad swathe of Asian production locations and markets, building on world-class service sector advantages that include not only its strategic location, but also its transportation linkages, financial and telecommunications services, low taxes and light regulation. InvestHK in turn uses this business case to guide its proactive engagement with potential investing firms via offices in Hong Kong and 29 other cities around the world.

InvestHK also takes a rigorous approach to tracking and assessing its own performance, taking credit only for FDI from firms with which it has engaged directly, and seeking performance ratings on services it has rendered to those client firms.

Key lessons that we can draw from ***InvestHK*** *flow from the organization's following attributes:*

- A proactive, strategic approach to seeking out potential investors globally.
- A coordinated effort across Hong Kong Government organizations to streamline the flow of information and services, easing access for investors.
- Ongoing performance assessment of FDI attraction efforts, demonstrating that this is not only important but feasible.

The Canadian Status Quo versus Best Practices

In order to develop a detailed "process map" and assessment of the current federal and provincial approach to attracting FDI to Ontario, we worked closely with federal and Ontario officials at the Deputy Minister and Assistant Deputy Minister levels, as well as staff from Industry Canada (now "Innovation, Science and Economic Development Canada"), the Department of Foreign Affairs, Trade and Development (DFTAD; now "Global Affairs Canada"), the Federal Economic Development Agency for Southern Ontario, and Ontario's Ministry for Economic Development, Employment and Infrastructure (MEDEI). This analysis was supplemented by an investigation of publicly available information through select federal and provincial websites.

Assessment

Many of the key building blocks needed to attain best-in-class performance by the Governments of Canada and of Ontario are already in place. For example, the Trade Commissioner Service of Canada within Global Affairs Canada and Ontario's MEDEI both have clear mandates to attract FDI, both have staff based in key markets around the world (as well as in various Ontario cities), both have websites that provide a growing range and depth of information to potential investors, and over the past three years they have enhanced and formalized some key aspects of how they work together.

Nonetheless, Canada's approach to FDI attraction today falls well short of ensuring that reliable, timely and tailored information on key investment decision parameters is both widely available and communicated to targeted decision-makers as part of coordinated, ongoing strategic engagements, and that organized, end-to-end assistance is proactively provided throughout prospective investors' processes of due diligence, approvals and applications.

Three key gaps were identified in our analysis of Canada's status quo. These gaps must be addressed if we are to match or surpass competing, best-in-class jurisdictions. Best practice can be defined as all three levels of government working in a coordinated fashion to combine a strong analytical foundation with an end-to-end customer service orientation — and our assessment is that Canada and Ontario are not performing at that level.

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First, and most important, there must be a *clear, shared and strategic approach to FDI attraction*. This approach needs to be rooted in ongoing analysis of the value proposition for FDI — not only top-down at the Canadian and Ontario levels, but also bottom-up, industry-specific and supply chain-by-supply chain. Such analysis needs in turn to be both data-driven and rooted in consistent, on-the-ground engagement and dialogue with firms already working in Ontario. It is also crucial to involve local "economic development organizations," as well as colleges and universities that produce skilled graduates, train existing and new workers, and serve as R&D partners.

- The front end of our FDI strategy is seriously lacking in analysis that would inform a targeted pitch to firms. Neither economy-wide nor sector-wide value propositions are what our competitor governments rely on, nor are they adequate in meeting the information needs of a firm assessing a global list of competing investment sites. We did not see regular engagement of the specialized knowledge resources that do, in fact, exist across our governments and are key to developing such targeted strategies. To place such resources in trade and investment offices at any level of government would duplicate expertise available elsewhere; it is a matter of bringing existing expertise to bear. In particular, ongoing engagement between Global Affairs Canada, the new Innovation, Science and Economic Development Canada and MEDEI is very important, but still misses large swathes of the economy, including key portions of the manufacturing sector.

- The two senior levels of government can point, at least anecdotally, to examples of many elements of a strategic approach already being in play. For example, several elements of this approach are in place for the auto sector, but that is the rare exception that underscores their absence more generally. There are still fewer counterpart elements in place for the agri-food, aerospace, pharmaceutical, telecommunications, business services or software sectors. These are sectors where Canada and Ontario have strong value propositions and deep technical expertise across governments but are not systematically harnessing that expertise and lack comprehensive coordination or strategic targeting mechanisms to drive and support FDI attraction.
- Our competitors make helpful analytical tools, sectoral "road maps" and detailed supply chain information broadly available through sophisticated websites, as well as taking that information directly to target firms. Our websites are still far too "macro" in comparison, and although considerably improved even as this study has proceeded, still lack the detailed decision-support information found elsewhere.

Addressing this strategy gap requires turning our current approach on its head in a sense: rather than marketing what we have accomplished lately through government initiatives, particularly in a top-down or macro sense, we need to harness existing capacity to tailor our pitch to each of the specific parameters that make up a business case, industry by industry, for a firm's investment decision.

- Market potential, reliable supply at predictable prices of key inputs (especially of skilled labour), availability of transportation, predictable border access and regulation, foreign market access and proximity of innovation clusters are all critical decision parameters. Moreover, these parameters are very industry-specific, and are thus of varying relative attractiveness in Canada and Ontario. They are also far more readily accessed by firms in their home markets than they are in far-away settings, even for global firms with access to help from site-selection consultants. This underscores the need for our governments to develop, package and target delivery of decision-quality information.

Throughout the process-mapping discussions, there was evident overemphasis on attracting "greenfield FDI" versus encouraging/facilitating expansion of those foreign-owned operations that are already here and learning about their opportunities and challenges through regular contact and dialogue. This leads to missed opportunities to deepen our understanding and strengthen our relations with existing firms in order to grow investment cost-effectively.

Significantly enhanced access to technical expert staff across all three levels of government will be required to address this gap, meaning that this should be part of these groups' assigned priority tasks. It is very clear from our review of best global practice that incentive programs are no substitute for priority attention and access to effective expert staff, nor are incentives needed in many cases if adequate and knowledgeable human resources are leveraged to develop strategic priorities at the sector, industry and firm levels.

Second, and equally important, there is a *clear and pressing need for new or enhanced mechanisms of formal coordination, communication and oversight of the existing building blocks among our three levels of government* — federal, provincial and regional/municipal. We neither have, nor perhaps could envision, a single counterpart in Canada to ProMexico or even to SelectUSA. At the same time, we do not have a fully functioning "conglomerate" version among governments, which should be both achievable and our objective.

For example, as we facilitated development of a common process map for FDI activities, it was very evident that there is neither an assigned lead actor and interlocutor at each stage of the process, nor a standing mechanism to agree on such roles. While such assignment may vary through a given process with a given firm, as well as from one case to another, it is key from the point of view of the firm that it has a single point of contact at all times and that its interlocutor has an end-to-end perspective on the process. It is therefore also key that a formal mechanism is in place to ensure coordination in real time.

Assigned and coordinated roles in FDI attraction need to extend not only well beyond current players in each government — to line Ministries — but beyond senior levels of government (i.e., to regional and municipal governments and their economic development agencies, as well as to colleges and universities). While some overlap and duplication already exists and needs to be minimized, the existing building blocks need strengthening, and connective tissue and muscle need to be added to translate these various pieces into a high-performing operation.

- Federal, provincial and local responsibilities are not neatly divided in these areas, so that a certain amount of overlap and duplication is unavoidable. But cooperation tends to be episodic; too often, it is based on prior relationships between individuals (and thus disrupted by job changes) and put in place on a case-by-case basis. As a result, our efforts to develop a detailed, generic end-to-end process map for the purposes of this analysis of FDI attraction (one that could then be tailored to specific industries and firms) proved to be both a major innovation and a difficult sell to mid-level officials.
- Formal — or even informal but well-established — coordination mechanisms seem to be rare within each government and across levels of government. The auto sector stands out as a rare example of regular contact, sharing of information and a strategic approach. However, even there, top-level participation is episodic and arguably mistimed (i.e., too late in the overall investigation by global firms of alternative sites).
- "Aftercare" service also appears to be considerably less formalized in Canada and uneven across sectors.

- Engagement with regional and municipal economic development organizations (EDOs) is becoming somewhat more coordinated between MEDEI and DFATD/GAC but is still "narrowly held" in a formal sense. Positioning the Trade Commissioner Service as the federal interlocutor and funder for capacity-building and strategic dialogue with EDOs is a surprising choice and worthy of review. Regardless of the assignment of lead responsibility, however, line departments need to be part of the engagement with relevant EDOs, given their practical knowledge of firms, industries and local assets and characteristics.

- Engagement with the post-secondary education sector is weak in terms of FDI attraction activities — both for supply/training of specific skillsets, and for R&D partnerships. Industrial clusters are inherently "micro" and specific in their needs when it comes to seeking relevant labour supply and R&D capacities nearby. Post-secondary institutions thus need to be part of the upfront pitch to target firms, as they are in Mexico and in successful U.S. states.

Third, there needs to be a *significant, sustained increase in priority given to FDI attraction* at each level of government (measured in top-level involvement as well as in resources assigned) in order to better leverage efforts throughout the system. Ongoing, active high-level participation is required, starting with the Prime Minister and Premier, and including Ministers, Deputy Ministers and their officials at the senior levels of government. Incentive programs are no substitute for consistent engagement with firms at home and abroad by heads of government, Ministers and their Deputies, in line with the practices of our closest competitors.

- Annual attendance at most of the key global trade shows in the auto, aerospace and pharmaceutical industries has become standard for federal and Ontario Ministers. This is a critical and necessary strategic response to the parallel practices of competing jurisdictions, but it must be extended to any sector of strategic advantage.

- Less effort has been devoted to targeted visits to/contacts with key global decision-makers at their headquarters, or to meeting with CEOs of major firms that are already operating in Canada and have the potential to be advocates at their firms' global executive tables for further investments and production or R&D mandates in Canada. Here again, engagement by competing jurisdictions is going beyond that of Canada and Ontario.

Recommendations for Success

In this final section, we focus on three concrete recommendations for how to improve outcomes of FDI attraction. The joint goal of Canada and Ontario — indeed, of every province — should be to improve to the point of matching (and aiming to surpass) their best-in-class competitors, such as *ProMexico*.

Explicit joint strategy

Ontario and Canada should develop an explicit joint strategy that identifies, in detail, the kind of investments they want to attract to Ontario, the resources required to implement this strategy and a critical path to achieving their goals.

Governments' orientation should parallel that of private sector investor/business partners: to earn an attractive return for taxpayers by increasing the tax base, and therefore tax revenue, at current tax rates. Potential investments should be evaluated, communicated and transparently monitored on that basis.

Investment attraction goals should be grounded in the province's specific competitive advantages, and should recognize the federal government's need to be even-handed in its treatment of all provinces.

The strategy should be industry-specific and ultimately firm-specific, recognizing the different characteristics, for example, of auto assembly versus pharmaceutical manufacturing. It should also explicitly design its outreach and attraction efforts so as to pursue opportunities for existing and new firms. Finally, investment attraction strategies should be a sustained priority, backed by adequate human and financial resources

Well-defined roles

The roles of all parties involved should be explicitly defined so as to provide clarity, minimize duplication and promote effective collaboration. A formal coordination mechanism should be established, chaired by the province and include all relevant federal, provincial and local actors.

The *federal* role should include the following responsibilities:

a. Participating as a member in the coordinating body, and sharing all relevant information with provincial officials and among federal departments.
b. Assisting in the development and implementation (especially internationally via Canada's embassies and missions abroad) of the provincial strategy.
c. Using federal programs, where appropriate, to aid the province in developing customized investment-attraction offers.

The *provincial* role should include the following responsibilities:

a. Establishing and chairing a body to coordinate all investment-attraction activities related to the province, and sharing all relevant information with federal departments and among provincial and municipal officials.
b. Developing and implementing the provincial strategy, in collaboration with the federal and local governments, including the development of key marketing materials and websites.
c. Using provincial programs to develop customized investment attraction offers in collaboration with federal and municipal/regional governments.
d. Providing potential investors with one-stop shopping "concierge service" for investment information, offers and implementation.

The *municipal/regional* role should include the following responsibilities:

a. Assisting in the development and implementation of the provincial strategy.
b. Preparing investment-ready sites and related infrastructure to attract investment.
c. Using municipal/regional programs to develop customized investment attraction offers in collaboration with federal and provincial governments.

Visible, sustained and focused senior involvement

Armed with the joint strategy, Ministers and senior officials should maintain regular contact with executives in key firms and industries at home and abroad, even when specific investment opportunities are not being discussed.

The Prime Minister and the Premier should be advised to participate in high-profile events, at home and abroad, that put Canada and Ontario directly on the radar of the CEOs of foreign companies

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