



STRATEGIC PLAN REFRESH

2023-2028





Vision

Fulfill Ottawa's economic potential for global leadership, advantage and impact

Mission

Collaboratively support entrepreneurs, ventures and global enterprises to drive innovation, jobs and sustainable, inclusive economic growth





Invest Ottawa is dedicated to collaboratively growing our economy by:

- Helping founders, business owners and companies launch, scale, expand and succeed
- Attracting top tech firms and investment from around the world
- Helping to attract and retain top talent from every walk of life to grow Ottawa's talent pool
- Facilitating innovation, collaboration and impact through [Bayview Yards](#), Ottawa's one-stop business acceleration shop
- Operating [Area X.O](#), our R&D complex for next-gen smart mobility, connectivity and autonomy



Company Values



Collaboration

- Driving collaboration within our community
- Working as a team
- Learning from others
- Helping others achieve their goals as "our" goals
- Being actively inclusive and providing room for different ideas



Curiosity

- Have a growth mindset
- Ask for and be open to feedback
- Seek to understand before seeking to be understood
- Not afraid of failure
- Discovering, learning and improving ourselves



Excellence

- Prioritizing outcomes with defined and measurable success
- Going above and beyond to achieve targets
- Progress over perfection
- Know when to say no
- Say what you will do, and do what you say



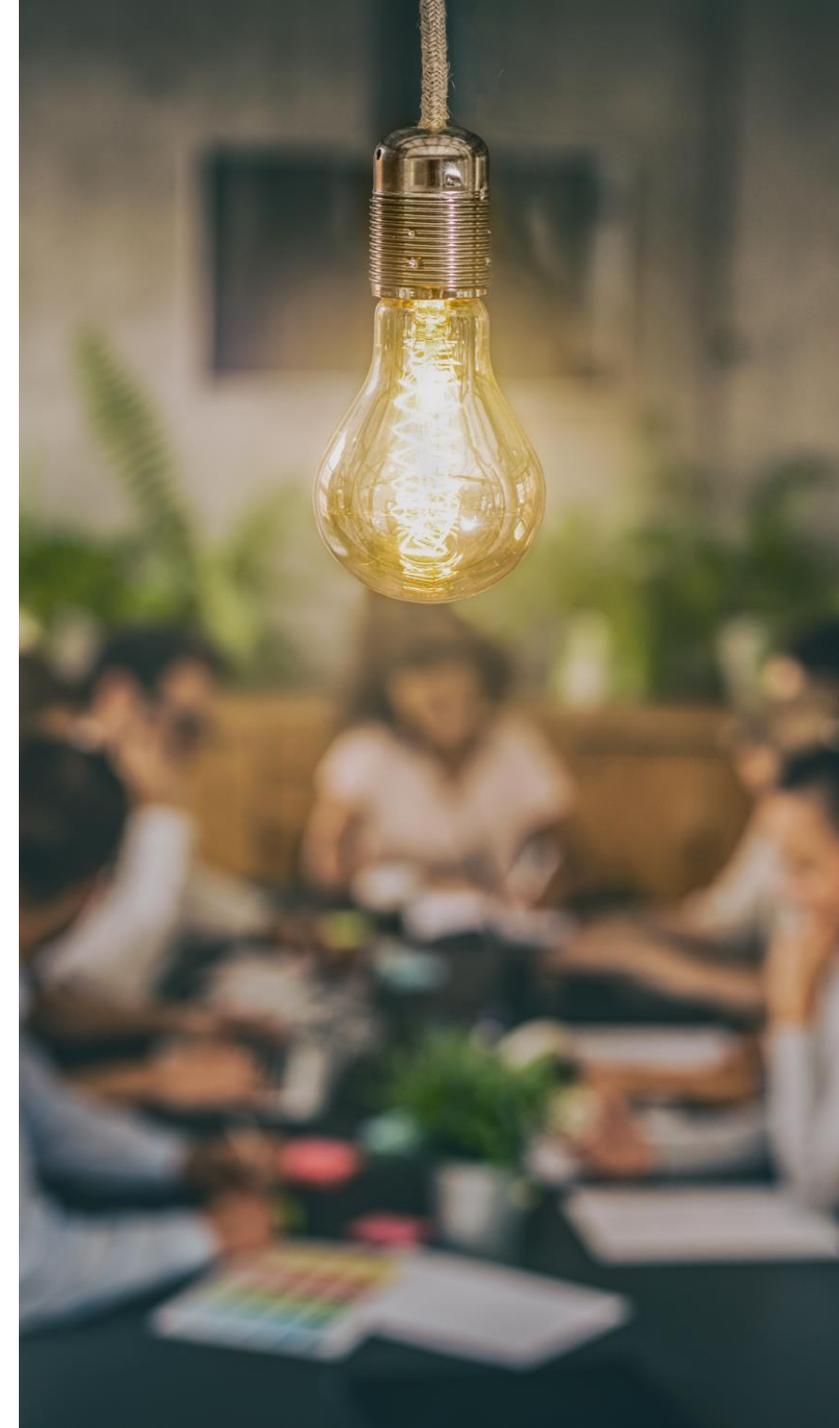
Future-Focused

- Delivering today while setting up for tomorrow
- Recognizing what change is coming
- Thinking ahead with a big-picture focus
- Big and bold actions that create a major impact
- Taking risks and pushing boundaries



Leadership

- Developing the next generation of diverse leaders
- Being empathetic, accountable and providing transparency
- Being compassionate, supportive and human
- Taking ownership and doing the right thing
- Inspiring, equipping and empowering our teams



Strategic Objectives



Concept 1

Cradle to Great

Enable and accelerate the launch, growth and global scaleup of diverse, successful, and sustainable companies that generate jobs, revenue and investment



Concept 3

Innovation Hub

Facilitate impactful and inclusive cross-region industry, academia and government collaboration to create new capabilities, spur innovation and competitiveness



Concept 2

Future Ready



Equip innovators, founders and companies across Canada's Capital to drive disruptive innovation and thrive in any economic climate

Concept 4

Marketplace



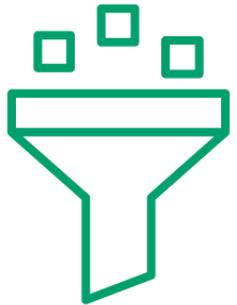
Connect founders and companies to strategic markets, prospective clients and business opportunities to accelerate business growth.

Creating long-term, strategic, competitive, differentiated economic impact and advantage for Ottawa

High Performance Execution



Simplify IO objectives, increase focus on the highest impact opportunities, and optimize operations for scalable and sustainable execution



Continue to build data analytics capability to support decentralized decision-making, performance management, storytelling and strategic pursuits

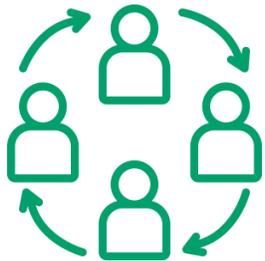


Clearly define and execute IO's partner, catalyst and supporter roles in the ecosystem to optimize collaboration, market reach, outcomes and impact

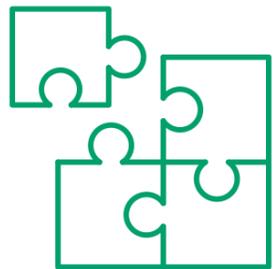
Drive Strategic Market Development



Facilitate collaboration on large-scale opportunities that put Ottawa tech and innovations to work in global markets, and on global challenges



Expand, develop and lead peer networks to drive ecosystem collaboration, identity, leadership and collective impact



Support the collaborative development of Ottawa's network of Innovation partners for long-range advantage and impact with a focus on downtown

Expand Ottawa's Top Talent Pool



Develop and execute world-class talent attraction and retention programs to help grow and increase the competitiveness of our scaling tech ecosystem



Collaboratively promote Ottawa's unique characteristics, growth potential and opportunities for talent with economic development partners



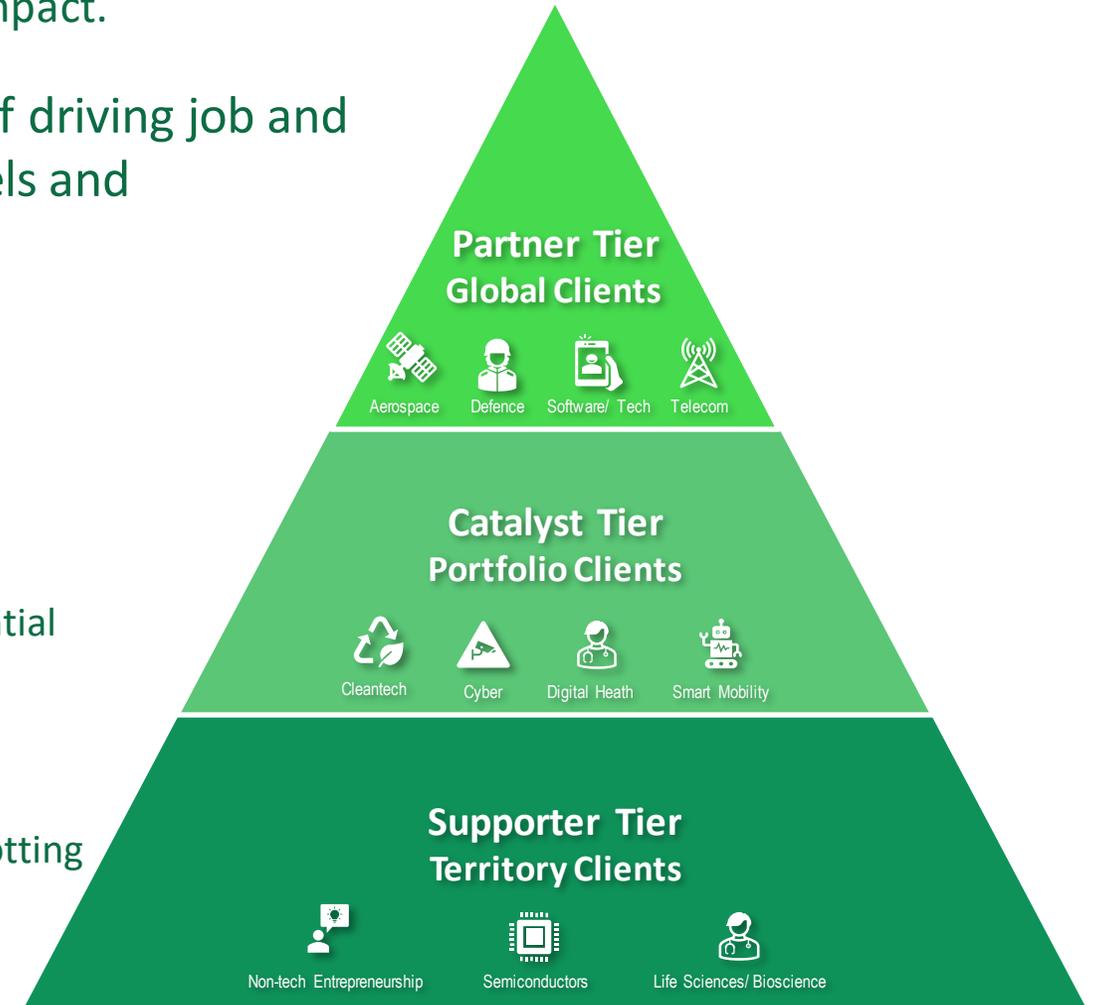
Attract, develop and retain leaders from every walk of life, while co-developing and sharing best practices together with DE&I partners

Market Engagement Model

Coverage is based upon strategic importance, growth potential, complexity and sophistication, and Invest Ottawa's ability to have market impact.

IO Strategy - Tiered markets selected with the objective of driving job and investment growth through differentiated coverage models and corresponding program investment levels.

Targeted	Partner Tier <i>SEGMENT</i> - Large, established growth markets <i>IO APPROACH</i> - Collaborative coverage for steady growth
	Catalyst Tier <i>SEGMENT</i> - Targeted markets with above-average business potential <i>IO APPROACH</i> - Long range investment and incremental growth
Open	Supporter Tier <i>SEGMENT</i> - Open market, limited or unclear growth <i>IO APPROACH</i> - General coverage, cost management & talent spotting



Mission: Collaboratively support entrepreneurs, ventures and global enterprises to drive innovation, jobs and sustainable, inclusive economic growth

Building Long Term Strategic Competitive Differentiated Advantage

VISION: Fulfill Ottawa's Economic Potential for Global Leadership, Advantage and Impact



Futureplex for smart mobility: prototyping, training, projects

Moonshots



Scale **AREA X.O** as a national and global mobility / cyber futureplex



Lever Invest Ottawa's ISED PRI/ ITB status, Ottawa's defence cluster and capabilities; become a leading NATO DIANA Testing site

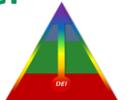


Develop an Innovation District in the downtown core that capitalizes on strategic growth opportunities, collaborates with, and adds value to, fellow Ottawa innovation hubs and ecosystem

Overarching Goal: Leverage Ottawa's globally differentiated expertise and capabilities to address big global markets and challenges; and drive new market opportunity, business, companies, jobs and investment to Ottawa

What will we do differently?



	From: Current	To: Future	Approach
Economic Development Partners 	Trusted Pandemic Collaborators	Optimized Economic Development Portfolio	<ul style="list-style-type: none"> Recast strategy with city and economic development partners to synchronize & optimize essential programming Focus and leverage IO resources in key areas and opportunities where we can add the greatest value Support partner capacity building and ownership of strategic mandates that reside outside IO's core business Maximize the Invest Ottawa funding multiplier effect to build capacity for the region as a whole
Differentiated Market Coverage 	Targeted Markets w/ Common Coverage Model	Differentiated Coverage & Corresponding Investment Strategies	<ul style="list-style-type: none"> Collaborate with external partners to cover large, established growing, global markets & multinationals Invest ahead as catalyst for long range, strategic markets & SME's with above average business potential Support open territory with unclear growth potential, managing costs & redirecting enquiries while talent spotting Stimulate sector-specific and multi-sector collaborations that add value to companies, tackle big opportunities and challenges, and drive Investments in prioritized sectors/markets
Next level DEI 	Commitment to Becoming Better Allies & Driving Change	DEI by Design	<ul style="list-style-type: none"> Build on learnings from our women-focused strategy, and apply them more broadly across priority equity groups Build new bridges, support and empower organizations championing members of marginalized communities Leverage experts with lived experience to help us evolve our DEI actions, continually increase the number of clients from priority equity groups, better understand their needs, and strengthen how we serve them Implement broader self-identification-based data collection in a way that respects and honors the entire individual Develop new internal training and HR programs that address bias; and develop inclusive leadership competencies
Next level AREA X.O 	Contained Program Delivery	Broader Company Leverage & Market Engagement	<ul style="list-style-type: none"> Capitalize on Area X.O capabilities, programs, projects, and industry-led skills development for FDI & talent attraction Further leverage unique capabilities and partners to advance local ventures, drive strategic business retention & expansion, catalyze cross-sector collaboration, and land big opportunities for our region Extend our reach, client attraction and impact by efficiently scaling client intake through simulation services/experiences Further establish Ottawa as a global advanced robotics and drone hub with a new test/demonstration centre and services
PROTOTYPING LAB DESIGN BUILD LAUNCH Industry Partnership	Insourced, Isolated Program Delivery	Strategic Partnership Sustainability Model	<ul style="list-style-type: none"> Establish strategic industry partnership model to provide sustainable, accessible market coverage while optimizing Lab assets, talent and revenue potential for long-term sustainability of both P-Lab and Bayview Yards Maintain subsidized services for startups, scaleups, and SMEs at Bayview Yards, aligned with Area X.O programming Blend commercial business with ecosystem demand to scale operations and provide favourable pricing
Destination: 	Quality Facilities & Tenancy Management	Highly Utilized, Inclusive Innovation Hub – Great Experience and Impact	<ul style="list-style-type: none"> Evolve the client/stakeholder experience to continually increase client impact, revenue, and opportunity Develop new revenue strategy that supports quality maintenance of the site and long-term financial sustainability. Deliver impactful new offering and opportunities that attract new tenants and events, and drive inclusive, high quality client experience, strong site utilization, and differentiated value Facilitate greater collaboration within and beyond Canada's Capital Region (Ottawa-Gatineau, national, global)

Company Structure

