Ontario Chamber of Commerce

Seizing Canada's Investment Opportunity

A Roadmap for Global Investment

> Canada has a generational opportunity to attract value-added investment, create jobs, and strengthen its global competitiveness. To seize it, governments must lay the foundation for Canada to convert rising investor interest into projects, productivity, and long-term growth.

Strategic Premise

Geopolitical volatility, supply chain realignment, trade disruption, demographic pressure and the race for strategic resources in a transitioning economy are reshaping how businesses decide where to invest, build, and scale. Capital is flowing to jurisdictions that offer stability, market access, reliable infrastructure, skilled talent, and a smooth path from ambition to execution—quickly, predictably, and at scale.

Canada has the fundamentals to compete and win: abundant natural resources, world-leading artificial intelligence capabilities, reliable energy, access to major global markets, stable institutions, and one of the most highly educated workforces among OECD countries.

These advantages have helped make Canada one of the world's leading destinations for foreign investment, recording the highest foreign direct investment (FDI) inflows per capita in the G7 in 2025 and the second-largest FDI stock-to-GDP ratio among G20 economies in 2024. Reflecting these enduring advantages, Ontario has attracted nearly $70 billion in investments across manufacturing, technology, and life sciences since 2018.

The Prime Minister's Investment Summit reflects this rising interest in Canada as a high-value investment destination. But this interest—and these early wins—will not deliver investment at the scale we seek.

To seize this moment, governments must address the barriers that continue to slow investment and expansion, including long and multilayered approval processes, infrastructure constraints, labour shortages, regulatory duplication, fragmented domestic markets, and intensifying global competition.

The Summit spotlights Canada's opportunity. This roadmap outlines the actions needed to capitalize on it. By creating the conditions for investment, governments can convert investor interest into projects, jobs, productivity, and prosperity.

The Investment Landscape

Headwinds
The New Economic Reality

- Trade disruptions and tariffs
- Geopolitical instability
- Supply chain realignment
- Intensifying competition for talent
- Rising capital costs
- Slowing productivity growth

Advantages
What Canada Brings to the Table

- Critical minerals for the energy transition
- Abundant, reliable energy
- World-leading AI capability
- Growing industries in life sciences, defence, technology and more
- Stable democratic institutions and banks
- A highly skilled workforce
- Access to NA, EU & Indo-Pacific markets

A Roadmap for Global Investment

Ontario's business community calls on governments to:

01

Build One Canadian Economy

- Strengthen Canada's trade diversification strategy and export capacity.
- Eliminate internal trade barriers through mutual recognition, adoption of national and international standards, and pan-Canadian labour mobility.
- Develop a national trade-enabling infrastructure strategy focused on ports, rail, border crossings, energy corridors, and critical minerals supply chains.

Why it matters: Investors seek large, accessible and resilient markets. Canada must function as a single domestic economy while expanding its access to global markets.

02

Make Canada the Fastest and Most Predictable Place to Invest

- Expand "one project, one review" to all major projects of national interest.
- Implement published service standards and approval timelines across regulatory processes.
- Publish an annually updated national priority projects plan.
- Assign a ministerial lead to reduce red tape and modernize regulatory requirements that impede investment and business growth.

Why it matters: Capital is mobile. Investors can adapt to rigorous standards, but they cannot adapt to uncertainty, duplication, and unpredictable timelines.

03

Reward Investment, Mobilize Capital, and Fuel Growth

- Review of Canada's corporate and personal tax systems to strengthen incentives for business investment in productivity and growth, reduce complexity and compliance costs
- Make the Productivity Super-Deduction permanent and broaden eligibility.
- Modernize SR&ED investment tax credits to improve commercialization and scaling outcomes.
- Reform tax structures that penalize firms when they scale, including the Small Business Deduction and taxable capital thresholds.
- Create or enhance tax incentives for investment in IP developed exclusively in Canada, and for reinvestments in qualified Canadian assets.

Why it matters: Investment attraction and investment retention are inseparable. Businesses expand where they can earn competitive returns and reinvest with confidence.

04

Win the Global Competition for Talent and Growth

- Simplify and refocus immigration to better align selection with sectoral and regional labour market needs.
- Invest in skills development, work-integrated learning, and workforce participation.
- Accelerate foreign credential recognition and workforce integration through federal-provincial partnerships.
- Expand workforce participation and skills development in priority sectors.

Why it matters: Investors follow talent. Jurisdictions that can attract, develop, and retain skilled workers will secure future investment.