



**Letter of Intent (LOI)**  
**Invest Ottawa, Canada**

**And**

**Howard County, USA**

This non-binding letter of intent ("LOI") expresses our mutual excitement and intention to work together as detailed below. Final details, terms, and conditions will be as mutually agreed in a separate, binding agreement ("Definitive Agreement"). This LOI is meant to assist our negotiation of the Definitive Agreement. As such, this LOI is non-binding and no liability nor obligation is intended to be created between either of us, except for the portion called Confidentiality.

Our current intentions are as follows:

The parties intend to cooperate to advance economic development in the areas below.

- Howard County in the State of Maryland, USA, represented by Dr. Calvin Ball, County Executive
- Invest Ottawa, represented by Sonya Shorey, President and CEO
- The Howard County Economic Development Authority and the Maryland Innovation Center, represented by Jennifer Jones, CEO

The scope of the collaboration will include but not be limited to work across the following sectors:

- Cyber security and resilience
- Digital technology
- Advanced engineering
- Agritech
- Health Technologies

Sharing knowledge and best practices in respect of the following topics:

- Strategies and policies that support new business start-ups and scale-ups
- Strategies and policies that encourage two-way trade (inward investment and exporting)

Collaborating on specific elements, such as:

- Broadening and deepening the clusters of excellence
- Attracting companies into each other's ecosystems by providing soft-landing support
- Developing a skilled workforce
- Establishing opportunities for people to gain employment/undertake placements
- Provision of affordable commercial premises
- Expansion of specialist business networks

The sharing of knowledge and best practice as outlined in this Agreement will take the form of in-person and online activities.

Cooperation will be implemented according to the interests of all three areas represented in the signing of this Letter of Intent.

The content of this letter will become effective on the day of signing.



Signature: 

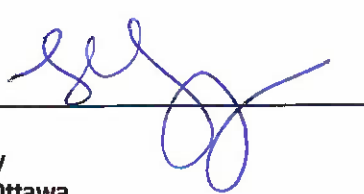
Name: Jennifer Jones

Title: CEO, Howard County Economic Development Authority

Signature: 

Dr. Calvin Ball

Howard County Executive

Signature:  Made Satchellbe

Sonya Shorey  
CEO, Invest Ottawa