

Invest in Canada Hub

2019-2020

Departmental Plan

The Honourable James Gordon Carr
Minister of International Trade Diversification

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Minister's Message

For our economy to work for all Canadians, it is essential that we not just compete but lead this knowledge-based, innovation economy in which we now all live.

That is why our government has raised the bar on innovation – making it a key pillar of our mandate. We have worked to simplify business support programs and improve access to designated strategic funds. From our Artificial Intelligence Strategy and Superclusters Initiative to our Global Skills Strategy; we are making strategic public investments to spur growth, job creation and broad-based prosperity.

As Minister of International Trade Diversification, one of my key priorities is to ensure we are creating an attractive landscape for greater foreign direct investment in this country so we can grow our economy and strengthen our capital markets today and for the future.

This is why we created Invest in Canada.

Our government understands the shifting global marketplace – one that is increasingly being driven by data centered industries, services and offerings – presents significant opportunities for Canadians.

Recognizing that we have a skilled talent pool, strong banking system, diverse free trade agreements and stable political and economic landscape, some of the world's most successful companies are now beginning to expand their footprint here. The time is now to boldly position Canada as the smart destination for foreign direct investment.

As Minister responsible, I will continue to maximize the mandate, skills and expertise of Invest in Canada to increase and diversify trade; attract more investments and promote our strong economic brand.

Formally established in 2018, Invest in Canada is working collaboratively with provincial, territorial and municipal governments to identify the gaps and barriers that exist to foreign direct investment to ensure its efforts and services are complimentary. By offering investors a single-window to help them navigate programs and identify the support they need, Invest in Canada will accelerate the decision-making process for businesses, enabling them to bring job-creating investments to communities across our country.

To that end, 2019-20 will see Invest in Canada shift from start-up to scale-up. Over the next twelve months, Invest in Canada will continue to build on its operational foundations to spur new global investment opportunities while at the same time ensure alignment with the Government's commitment to openness, transparency, and accountability to Canadians.

I am honoured to have Invest in Canada as part of my portfolio and look forward to seeing it deliver on its significant mandate.

It is my pleasure to present Invest in Canada's 2019–20 Departmental Plan which provides a broad overview of the execution strategy and results that will be achieved in the coming year.



**The Honourable
James Gordon Carr**
Minister of International
Trade Diversification

Chairman's Message

Canadian cities are among the fastest growing hubs for breakthrough technologies and industries of the future. With diverse and highly skilled talent, access to large and growing markets, an inviting business climate and innovative business sectors of the future; Canada has a strong value proposition to offer to the world.

With our resilient, values-based economy that leverages private and public sector collaboration, Canada has created a modern business eco-system that makes it a strong investment destination.

As a long-time entrepreneur and investor, I have experienced first-hand the challenges that companies can face when trying to set-up or expand their business into a new marketplace. That is why it continues to be my great privilege to serve as Chair of the Board for Invest in Canada.

We have an impressive team of Directors serving on our Board, including experienced executives, policy makers, entrepreneurs and venture capitalists who bring a variety of expertise – from international business, regulatory law and private sector equity investment to business development, finance and operations – to guide the oversight, management and acceleration of Invest in Canada's business offerings.

Our Board understands the real wants and needs of foreign direct investors trying to bring their innovative business solutions to new marketplaces.

Together, we are working to ensure Invest in Canada is well positioned and supported to welcome more global companies to Canada by spearheading a national network of public and private sector partners that will make it easier for companies to expand and set-up in Canada.

In 2019-20, our Board will continue to bring our combined experience and expertise to advise Invest in Canada's Executive team, as they implement the strategies and services to attract greater investments, from a variety of sectors, across different markets from around the globe. We are committed to sound governance and strong stewardship of financial resources to advance our mission.

On behalf of the Board of Directors, I would like to thank Invest in Canada's Executive team and all of its dedicated employees for their leadership in championing Canada's strong value proposition. It is through their efforts to foster strong relationships with foreign investors that we can continue to attract new skills and create new career opportunities for Canadians for years to come.

Canada is open and ready for business and Invest in Canada is ready to play a leadership role in advancing our market's capacity to compete on the international stage.



Mitch Garber
Chair of the Board of Directors

Chief Executive Officer's Message

All market signs are pointing towards unprecedented opportunities for Canada to advance and meet the demands of the global innovation economy.

Canadian business hubs from coast to coast to coast are attracting some of the world's brightest minds from our own highly skilled workforce combined with talent from around the globe. Canada has strengths in historically prosperous markets in oil, gas and manufacturing and is increasingly expanding its strength into new sectors, like Artificial Intelligence and Research & Development.

Foreign direct investors are paying attention. They are paying attention to many of the advantages available to businesses operating in Canada including our global free trade footprint, National Intellectual Property and Artificial Intelligence Strategy, Global Skills Strategy and Superclusters Initiative. When combined, these offerings provide a unique investment value proposition pitch.

Our goal at Invest in Canada is to expand on this opportunity today, by creating an investment environment that promotes sustained growth of more capital, through more deals, into more sectors, from more sources, so we can create more jobs for Canadians tomorrow.

Since launching our operations in early 2018, we have focused on building up our capacity to ensure we are able to deliver on our important economic mandate. We have listened to the market – paying attention to the challenges and opportunities faced by foreign direct investors looking to expand to Canada. We have taken a pan-Canadian view to identify gaps in foreign investment that can be mitigated by

working collaboratively with our partners to identify complementary service offerings without duplicating efforts.

In 2019-20, we will continue to scale-up our service offerings as we build a pipeline of investment opportunities while remaining agile in our role as both business interlocutor and facilitator so we can effectively identify new opportunities and eliminate barriers to investment. We are here to drive deal flow as Canada ups its game in the pursuit of more global investment capital that will put us ahead of the curve as countries across the globe adapt to a fast-paced and ever-changing global marketplace.

In the coming year, we will implement and execute business strategies and accelerate Canada's access into new markets by focusing on three key business enablers:

- Promoting Canada as a top destination for global investment by communicating a clear and compelling value proposition to foreign investors around the world.
- Advancing our 'Investor Services' function to accelerate new investment and reinvestment opportunities by working seamlessly with our stakeholders and partners across public and private sectors; by rolling out our one stop-shop investor support services; and by delivering our world-class investment aftercare and concierge services.
- Championing a data-driven approach to ensure we have the economic intelligence to drive our business and provide investors what they want and the facts we need to encourage potential investor positions.

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Canada has much to offer international businesses. That's exactly why Invest in Canada exists – to increase the flow of global investment capital; to highlight Canada's competitive advantages; and to accelerate the decision-making process of investors all over the world.

I am grateful for the work and dedication of our entire Invest in Canada team and the support of our Board in championing our mandate. I look forward to the year ahead and the important work we will accomplish together.



Ian McKay
Chief Executive Officer

Plans at a glance and operating context

For Canada to thrive in the global innovation economy, we must effectively champion our value proposition to investors by offering proof points of Canada’s unique investment advantages.

Canada has a unique selling advantage for potential global investors to consider. The Government of Canada has launched a series of national flagship initiatives aimed at driving innovation, investment and trade including the Strategic Innovation Fund, the Global Skills Strategy, the Superclusters Initiative, and the Artificial Intelligence and Intellectual Property Strategy. Canada also boasts preferential market access to 14 trade agreements and 51 countries and offers additional advantages across our local markets, from coast

A key reason why Amazon continues to invest in Canada is because of the diverse and exceptionally talented workforce that exists here.

- **Alexandre Gagnon,**
Vice President, Amazon Canada

to coast to coast. Additionally, Canada’s Fall 2018 Economic Statement introduced several new measures that, once implemented, will make doing business in Canada even more competitive on the global stage. This includes lowering the marginal effective tax to encourage investment into new technologies in manufacturing and clean energy. These changes are also allowing all businesses to write off a larger share of the cost of newly acquired assets and removing “red-tape” by simplifying regulations. When each of these elements are combined, Canada offers a truly differentiated investment opportunity among our global competitors that offers a strong return on investment.

In 2019-20, Invest in Canada will continue to execute the Government of Canada’s growth strategy commitments by positioning Canada as a top destination for Foreign Direct Investment (FDI). To address government priorities to enhance prosperity and grow the middle-class, Canada must be on the leading edge of innovation and FDI is a key driver of technological change and innovative advances. Rapidly expanding economies are attracting an increasing share of international investment, and competition to attract FDI is fierce. The number of foreign investment promotion agencies proactively seeking FDI has increased by 50% over the past ten years. In response, Invest in Canada will work in partnership with our federal, provincial, territorial and municipal government colleagues and their investment promotion agencies, to accelerate our collective efforts to attract FDI in order to spur job growth and long-term economic benefits for all Canadians.

Canada will continue to play a leadership role in promoting diversification and progressive approaches to investment and international collaboration in line with the priorities to support inclusive economic growth. Invest in Canada will remain aware and mindful of these challenges and opportunities, and will adjust its value proposition, strategies and priorities as necessary.

To achieve corporate excellence and the highest standards of efficiency and effectiveness, strong operating policies and effective control frameworks is needed. Core to its business, a highly skilled, high performing team is needed to provide world-class services, as are exceptional abilities in coordinating and collaborating with federal, provincial, territorial and municipal governments, and the industry. A detailed understanding of the complex ecosystem of players, interests, policies and other variables that will influence both the direction and success of delivering a long-term approach to foreign investment attraction in Canada is also necessary.

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As a data-driven organization it is committed to improving and refining its performance objectives and measures as it gains experience and expertise. We will be looking at various international rankings, for example the OECD, to ensure we have the right data to measure competitiveness and performance in attracting Canada's share of FDI.

In 2019-20, Invest in Canada will prioritize the execution of its core responsibility through its program inventory:

1. Marketing and Outreach

To ensure that investors around the world understand Canada's value proposition and see it as a smart global investment destination, Invest in Canada will focus on building Canada's international brand recognition through proactive marketing and promotion. Doing so will build reputational integrity, advance lead generation efforts and fuel a pipeline of prospects for Invest in Canada to deliver on its mandate.

Effective marketing and brand management are important strategic business enablers and are critical to Canada's successful market positioning. Invest in Canada's brand marketing plan is key to influencing how Canada ought to be perceived in the global market; advances our credibility, creates loyalty and drives potential for repeat investment. Invest in Canada's Marketing and Branding business function will deploy a strategy informed by investor needs and motivations to ensure the Agency is communicating a compelling "why Canada" story.

2. Investor Services

FDI is a critical driver of economic growth; one that is increasingly being prioritized by G20 countries who are looking to diversify economic portfolios and expand goods and services into new markets. FDI capital is crucial to our ability to compete and yields immense economic benefits that helps deploy new and disruptive technologies, infuses new business strategies, accelerates Canada's connections into new markets and incites greater access to the global supply chain to ultimately creating high quality and sustainable jobs for the future.

Canada needs a roadmap for attracting more foreign direct investment, starting with the creation of an FDI agency to increase inward FDI and improve Canada's stature as a destination for foreign capital, skills and companies.

- The Barton Report

Following years of recent decline in global FDI flows, Canada is beginning to see an uptick in specific sectors including manufacturing and other industries. It is important that Canada diversify inward investment flows across more sectors, drawn from a diversity of global markets and emerging economies.

To do this, in 2019-20, Invest in Canada will execute a targeted approach to create high impact FDI attraction. Leveraging the skills and talents of the data and marketing business functions, Investor Services (iServices) will identify high impact potential investors based on a variety of criteria, such as: the size of the company, willingness to expand, availability of capital, size of the investment or the prospect of future investments, etc. Our commitment is to work seamlessly across federal departments and with provincial, territorial and municipal governments to provide best in class concierge services – acting as a business interlocuter between investor clients and our government partners – to accelerate new investment and reinvestment opportunities.

3. Partnerships and Strategy Development

Championing a data-driven approach to our business will provide Invest in Canada and its cross-Canada government partners with a clear forward-looking roadmap of the FDI landscape, to build a quantifiable pipeline of prospects. We will take a practical point of view drawing our insights from research and data compiled across many sources including private and public sector intel, so we can identify trends and information blind spots, track capital flows and identify opportunities. We will also work to ensure investors have the information they want and need to help them make their decisions.

Understanding that companies don't just invest in countries, but in projects and communities as well, Invest in Canada will continue to raise the level of collaboration with federal, provincial, territorial, municipal and industry partners to develop a proactive, strategic and coordinated approach to foreign direct investment attraction. Data will be fundamental to every aspect of Invest in Canada's operation and will be used by every business function across the Agency.

Planned results: what we want to achieve this year and beyond

Core Responsibility: Foreign Direct Investment Attraction

Lead Government of Canada's Foreign Direct Investment attraction efforts by making Canada Top-of-Mind for foreign investors and providing services in support of investor decisions to expand in Canada.

Marketing and Outreach

Description

Core to Invest in Canada's mandate is to raise Canada's investment advantage profile through international marketing campaigns and providing a concierge service to investors working with partners to accelerate more investments, from more global markets, into more sectors to create more, good paying jobs for Canadians.

Canada is one of the most exciting investment opportunities for Salesforce. As the world's fastest growing top 5 software company, we look forward to a great partnership and to expanding our employees, customers and innovation in Canada.

- **Marc Benioff**,
Chairman and CEO, Salesforce™

Planning Highlights

Outcome: Foreign investors are aware of Canada as a competitive investment location

Invest in Canada has a mandate to promote Canada as a top investment destination and offer its high-touch, customized concierge service offerings designed to support potential and current investors.

With Canada's desirable financial, political and economic stability; a highly skilled, diverse and well-educated workforce; an inviting business climate; and access to more and growing international markets - Canada has an exciting pitch to share with foreign direct investors.

In 2018 -19, Invest in Canada brought these proof points together to begin to develop a clear and compelling "why Canada" story with the objective of attracting new deals to the market. The new national foreign direct investment brand both advances and complements the many other existing brands (e.g. tourism, education, agriculture) spotlighting Canada's business strengths, AI leadership, innovation agenda and highly skilled workforce.

The Agency is developing a compelling and forward looking brand narrative which is brought to life through a clean and uncomplicated visual and logo identity; a digital and social media content strategy and an investor-oriented website in order to re-position Canada to the global business community. The website in particular serves as marketplace for Invest in Canada to interact with potential and active clients.

In 2019-20, the FDI brand will be rolled-out along with a sustained and agile international marketing campaign that supports the Agency's efforts to boost Canada's international profile as a competitive business location and partner of choice. Business to business marketing and promotion will be a primary focus. The Agency will continue to optimize its brand identity and pursue collaborative promotional opportunities with our cross-

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Canada government partners. Drawing on the expertise of each of our primary business functions, Marketing, iServices and Information, Data and Partnerships, the Agency will deploy an engagement strategy, based on clear criteria that will enable us to pursue thought leadership and promotional opportunities at key international signature events in order to advocate for the Canadian investment advantage in front of the right people, at the right time.

Invest in Canada's marketing and branding strategy is an important driver that jumpstarts iServices sales channels by building awareness, generating leads and driving prospects to act and make an investment.

In 2019-20, Invest in Canada will prioritize several key tactics in order to achieve the stated departmental result, including but not limited to:

- Executing a proactive marketing strategy that will position Canada as a premier investment destination fueling iServices sales and business development efforts.
- Enhancing Invest in Canada's presence and profile through participation in meaningful signature events in Canada and internationally that offer a clear return on investment; create new opportunities for lead generation and prospect pursuit; and enhance Invest in Canada's overall brand recognition.
- Pursuing diverse content marketing, thought leadership, digital, social and traditional promotional opportunities which are critical to clearly identifying the customer journey, key decision milestones and influence insights and defining measurements and KPIs.
- Activation of a Digital Asset Management system, working closely with the Trade Commissioners Service, and other federal, provincial, territorial and municipal partners in order to deploy partnership promotion to achieve a unified social narrative, increase engagement, viral sharing, and enhance brand reputation.

Planned Results

Outcomes	Indicators	Target	Date to achieve target
Foreign investors are aware of Canada as a competitive investment location	TBD*	TBD*	TBD*

*Note: The Agency is in the process of seeking approval of new Departmental Results Framework, and will be reporting on it in the Departmental Results Report.

Budgetary financial resources (dollars)

2019-20 Main Estimates	2019-20 Planned spending	2020-21 Planned spending	2020-21 Planned spending
\$19,835,589	\$19,835,589	Not available*	Not available*

Human resources (full-time equivalents)

2019-20 Planned full-time equivalents	2020-21 Planned full-time equivalents	2021-22 Planned full-time equivalents
14	Not available*	Not available*

* TB approval has been received for financial budgets and human resources (FTEs) for 2019-20 and currently seeking ongoing funding for 2020-21 and beyond.

Investor Services**Description**

Invest in Canada has established a high impact FDI attraction and client support function branded as iServices. This business function will work to accelerate decision making for potential investors by offering them support to efficiently navigate Canada's economic, political and social market landscape. It will also deliver world-class aftercare, retention and reinvestment services, with the aim of turning initial investments into expanded investments.

With a sound financial system, a vibrant and innovative economy and a proactive approach to fiscal policy, we view Canada as a compelling investment opportunity.
- **BlackRock Inc.**

Planning Highlights

Outcome: Canada as an investment destination stays on the short list of investors and increased performance in turning initial investments into expanded investments.

As part of the Government of Canada's commitment to grow the middle class and expand financial and social prosperity for all Canadians, Canada must be on the leading edge of innovation. FDI is a key element of Canada's growth strategy as it infuses communities with fresh capital investment and advanced technologies, as well as improves Canadian companies' access to the global supply chains supporting diverse industry sectors.

In addition to its network of federal departments and provincial, territorial and municipal investment promotion agencies, Canada has a global network of investment and trade professionals (the Trade Commissioner Service) present in more than 100 cities worldwide to assist foreign direct investors in their decision to invest in Canada. In coordination with these partners, Invest in Canada will add value by acting as the national voice for lead and prospect generation by deploying a concierge services strategy with a focus on aftercare services for potential investors and active investors working to expand opportunities.

Much of this work will be facilitated by Invest in Canada's iServices, its client-centric support business function created to both proactively identify, engage and respond to interest from foreign direct investors in collaboration with partners. iServices will help active and potential investors navigate Canada's investment

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landscape by offering customized services, connecting them with provincial, territorial and municipal partners to compile the timely and relevant market information they need to fast-track investment decisions. In 2018-19, Invest in Canada focused on scaling internal capacity of its iServices team, recruiting top talent with experience in the areas of client and business development drawn from both public and private sector backgrounds. The Agency designed a single-window investor support service to simplify decision making for investors which advanced the closure of new deals over the course of the year.

In 2019-20, iServices will optimize its investment pursuit and business development models by ensuring connections to a full range of federal programs, and by working in step with its federal colleagues, provincial, territorial and municipal partners, to provide a full suite of investment facilitation and aftercare services. Invest in Canada will build on its initial investment wins from 2018 by and continue to build its skills and capacity of its iServices team. They will work collaboratively with their colleagues in other business functions across the Agency and closely with Canadian investment promotion agency representatives and international peers, to actively grow an evergreen pipeline of potential leads that will be managed through a robust Customer-Relationship Management (CRM) process.

In addition to working with a variety of federal, provincial, territorial and municipal partners, iServices will work in close collaboration with the Trade Commissioner Service (TCS). The TCS plays a critical role in generating leads and referrals for the iServices team and assisting investors in making an informed investment decision. Once leads and referrals are provided to the iServices team, they will work closely with the potential investor to identify FDI irritants, and deliver coordinated investment proposal pitches – tailored specifically to the needs and wants of each individual investor.

iServices and Information, Data and Partnerships business functions will work in tandem to expand on existing FDI data, compiling a comprehensive, accessible, evidence-based economic analysis and market insights. This data will also heavily influence the Agency's marketing tactics.

In 2019-20, Invest in Canada will scale-up and scale-out, expanding its presence into regional offices across the country. By offering decentralized support the Agency will be better able to meet the needs of investors looking to capitalize on the unique market benefits that exist across provinces, territories and municipalities and work more closely with partners. Invest in Canada's regional presence will also put a greater focus on providing aftercare services to existing investors.

Captivating investor interest in Canada will require synergy between Invest in Canada's iServices, Marketing and Information and Data Services business functions, who will work in tandem to execute on push-pull promotion and engagement opportunities to actively increase Canada's investment prospect pipeline. There is a risk that this strategy may not increase FDI into Canada as expected, or that Canada's FDI competitors may continue to increase their investments in FDI attraction, reducing the positive results of this strategy. To mitigate this risk a robust performance management framework is in place, and frequent benchmarking will be undertaken to ensure Canada's FDI efforts are fully informed by the activities of FDI competitors as well as feedback from the global investor community. Invest in Canada will also deploy a data-driven approach to proactively measure shifts and decreases to the investment landscape to inform recourse options and mitigation tactics.

In 2019-20, iServices will prioritize several key tactics in order to achieve the stated departmental result, including but not limited to:

- Identifying and establishing relationships with active and potential investors, acting as a business interlocutor, liaising and building strong relationships with Federal government partners.
- Identifying and prioritizing foreign direct investment targets and attraction efforts by working closely with the Trade Commissioner Services, and federal, provincial, territorial and municipal partners to compile market intel and ensure the seamless coordination of responsibilities.
- Rolling-out an evidence-based market intelligence analysis of the Canadian FDI landscape to boost, track and prioritize client outreach activities; develop a forward-looking lead and prospect generation strategy; and grow the existing pipeline of potential and active investors across traditional and new sectors.
- Accelerating investment business decisions by drawing on our partnerships with our federal network and working closely with provincial, territorial, and municipal networks to share leads to advance deal closure.
- Delivering aftercare support to investor clients by providing timely information; monitoring market changes; initiating consultations with the business community leaders to identify and mitigate obstacles; and establishing ongoing touch-points to help investor prospects move through the necessary stages to deal closure.
- Developing and maintaining relationships with federal departments to advance transactional matters.
- Expanding iServices presence into cities across Canada with a particular focus in aftercare and supporting reinvestment initiatives.

Planned Results

Outcomes	Indicators	Target	Date to achieve target
Foreign investors demonstrate interest in Canadian investment locations	TBD*	TBD*	TBD*
Canada as an investment destination stays on the short list of investors	TBD*	TBD*	TBD*
Increased performance in turning initial investments into expanded investments	TBD*	TBD*	TBD*

*Note: The Agency is in the process of seeking approval of new Departmental Results Framework, and will be reporting on it in the Departmental Results Report.

Budgetary financial resources (dollars)

2019-20 Main Estimates	2019-20 Planned spending	2020-21 Planned spending	2020-21 Planned spending
\$3,321,000	\$3,321,000	Not available*	Not available*

15 Planned results

Human resources (full-time equivalents)

2019-20 Planned full-time equivalents	2020-21 Planned full-time equivalents	2021-22 Planned full-time equivalents
28	Not available*	Not available*

* TB approval has been received for financial budgets and human resources (FTEs) for 2019-20 and currently seeking ongoing funding for 2020-21 and beyond.

Partnership and Strategy Development

Description

Invest in Canada is in a unique position to provide a national perspective on the FDI landscape through coordinated efforts with cross-Canada government partners. Leveraging the use of analytical tools and techniques is critical to ensuring a data-driven approach to investor engagement strategies and to build the compilation of marketplace data and economic indicator information to identify and encourage potential investor positions.

Planning Highlights

Outcome: Efforts of stakeholders to attract FDI are aligned across levels of government.

Winnipeg offers a compelling value proposition for foreign investors, but to attract FDI Economic Development Winnipeg must leverage our limited capacity to maximum effect. We know we can't be active in every foreign market – focus is critical. The growing pool of data, tools, and market intelligence provided by Invest in Canada at the national and international levels extends our capacity, educates our market focus, and allows us to be more effective in attracting FDI to Winnipeg.

- Ryan Kuffner,
Vice-President of Business Development,
Economic Development Winnipeg

Relevant and up-to-date information is vital to foreign direct investment attraction. Leveraging the skills of its Information, Data and Partnerships business function, Invest in Canada will work closely with other federal departments and partners to ensure data and state of the art tools are available such that potential investors have access to relevant information to assist in their decision-making process. A Memorandum of Understanding, now in place with Statistics Canada, will provide investors information related to labour, salary and other areas. This arrangement paves the way for the future development and sharing of other essential data for investors, positioning Canada well against competitors in addressing investor informational needs. The investment attraction landscape in Canada involves many players and can be complex for potential investors. Ongoing stakeholder engagement with federal, provincial, territorial and municipal governments and industry will be undertaken to enhance and evolve iIC's businesses.

Priority will be placed on equipping Invest in Canada's iServices team with quality and thorough business intelligence that will help them help investors navigate the investment landscape and enhance our customer service offerings as well as inform the marketing and branding efforts. Invest in Canada will work with its government partners to identify information gaps and develop a long-term data strategy that will find solutions based on economic indicators, market intelligence and crosscutting partnerships across government. Taking a collaborative approach to data collection and analysis will ensure all of the Agency's business

functions are working towards high-value outcomes. We will use a sophisticated CRM tool to develop an evidence-based, data and market intelligence dashboard to compile and track information, track deal flows, streamline protocols and identify strategic research projects.

The coordination and dissemination of data will provide Invest in Canada, its government and industry partners with a big picture view and actionable insights to ensure we are aiming our marketing efforts strategically, targeting the right investors and responding to their needs appropriately.

In 2019-20, Invest in Canada will prioritize several key tactics to achieve the stated departmental result, including but not limited to:

- Developing, implementing and executing data and intelligence strategies, protocols and research projects that allow Invest in Canada to gain a big picture understanding of economic indicators and actionable marketing intelligence insights.
- Building relationships with provincial, territorial and municipal partners to establish policies related to data governance and coordinate FDI attraction efforts.
- Cataloguing and evaluating data/tools/subscriptions necessary for FDI modelling.

Planned Results

Outcomes	Indicators	Target	Date to achieve target
Efforts of stakeholders to attract FDI are aligned across levels of government.	TBD*	TBD*	TBD*

*Note: The Agency is in the process of seeking approval of new Departmental Results Framework, and will be reporting on it in the Departmental Results Report.

Budgetary financial resources (dollars)

2019-20 Main Estimates	2019-20 Planned spending	2020-21 Planned spending	2020-21 Planned spending
\$6,438,000	\$6,438,000	Not available*	Not available*

Human resources (full-time equivalents)

2019-20 Planned full-time equivalents	2020-21 Planned full-time equivalents	2021-22 Planned full-time equivalents
15	Not available*	Not available*

* TB approval has been received for financial budgets and human resources (FTEs) for 2019-20 and currently seeking ongoing funding for 2020-21 and beyond.

Internal Services

Description

Internal Services are vital to the success of the Agency enabling the fulfillment of our mandate. Invest in Canada strives to be a corporation of excellence with the highest standards of accountability by ensuring sound governance; responsible stewardship of resources; incorporating strong performance management and planning systems; providing quality and responsive services; managing and mitigating risks; implementing a dynamic and flexible work environment; and enabling a culture of continuous improvement.

'Internal Services' refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The service categories are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management (IM) Services; Information Technology (IT) Services; Real Property Services; Materiel Services; and Acquisition Services.

Planning Highlights

Building on the work already undertaken to facilitate the Agency's start-up, the focus for internal services will be to ensure the Board is well served in order to execute on their duties, continue to recruit high performing and skilled individuals and ensuring we are deploying the most effective and efficient internal processes.

2019-20 will focus on the following key priorities which support the functions of the 10 categories described above:

Corporate Governance: Develop and implement a corporate excellence plan to effectively support the Board of Director's meetings and activities. Ensure effective internal governance through the ongoing refinement of internal meeting and committee structures. Additionally, ensuring IiC's compliance with key legislative requirements and reporting will be critical in the coming year.

Human Resources (HR) management: Invest in Canada is committed to recruiting and developing a highly skilled, innovative and dynamic workforce. Core to its business is building a high performing team of account executives to target, support and facilitate FDI attraction, and provide the world-class services that will be ultimately offered to investors. In 2018, priority was given to the recruitment of high-performing and dynamic individuals in to critical C-level, Director and Officer level positions, with an aim to capitalize on Canada's diversity. In 2019, the Agency will continue its recruitment efforts to fill key positions across the agency in support of both business and operational functions. There is a risk that the Agency is unable to recruit highly skilled and knowledgeable employees. Particularly in iServices, employees need to have solid business acumen and specialties in a variety of sectors. It may be difficult to attract these individuals to work in a public sector environment. To mitigate this risk, a specialized compensation firm was contracted to develop a contemporary total compensation framework. The salary scales were designed to combine both public and private sector markets and the overall package includes flexible working arrangements, leave provisions and benefits to assist in attracting a motivated workforce. Additional human resources policies, processes and tools will be developed in 2019 to facilitate performance management, encourage learning and development and streamline the services provided to the organization.

Financial Services: Invest in Canada will use all public money, property and resources it manages effectively and efficiently. Strong policies and guidelines have been adopted that respect the broader perspective of Government spending. In 2019, the agency will continue to roll-out core financial policies, procedures and processes and ensure provisions for timely budgeting reports for senior management. There is a risk that cost estimates and the actual costs associated with establishing Invest in Canada differ, resulting in funding shortfalls that impact the organization's ability to deliver on its goals. Various factors could influence this, including salaries to attract private sector positions being higher than anticipated. There is also a risk that funds will lapse in the early years, as building capacity for the Agency could take time more time than anticipated. To reduce the impacts of these risks, Invest in Canada will monitor its financial situation closely and adjust its expenditure plans as needed. Funding profiles have been established that include a gradual scaling up of operations to account for the time needed for set-up and recruitment. We will maximize internal reporting and CRM tools for greater efficiency. Policies, delegation of authorities documents and control frameworks involving the management of the Agency's human and financial resources, and values and ethics codes have been implemented.

Corporate Information Management (IM) / Information Technology (IT) systems: The provision of corporate IM/IT systems will be through arrangements that draw on leading edge technology – working with Shared Services. Currently, the Agency is collaborating with the GOC CIO, and Shared Services Canada on an Office365 pathfinder for the Government of Canada, and based on success to date, will be the IM/IT platform adopted by the organization. In 2019, priority will be given to the development of an organization-wide disaster recovery and business continuity plan as well as the development of a performance metrics, KPIs and dashboard tracking.

Operational IM/IT systems: State of the art technology to facilitate superior client support to investors and provide quick and easy access to information will be put in place. Business intelligence tools will be implemented to support the information requirements of potential and current investors. At the same time a client relationship management (CRM) system will continue to be phased in across the Agency. These tools will also support internal decision-making regarding potential investors and service investor clients.

Budgetary financial resources (dollars)

2019-20 Main Estimates	2019-20 Planned spending	2020-21 Planned spending	2020-21 Planned spending
\$6,462,000	\$6,462,000	Not available*	Not available*

Human resources (full-time equivalents)

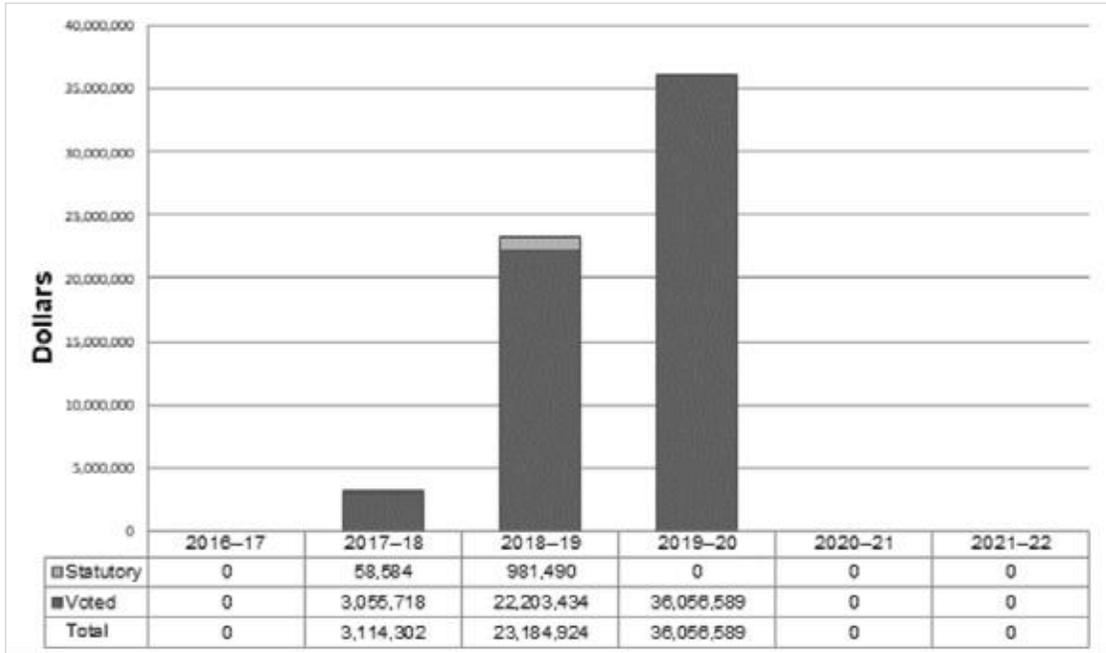
2019-20 Planned full-time equivalents	2020-21 Planned full-time equivalents	2021-22 Planned full-time equivalents
10	Not available*	Not available*

* TB approval has been received for financial budgets and human resources (FTEs) for 2019-20 and currently seeking ongoing funding for 2020-21 and beyond.

Financial, human resources and performance information for the Invest in Canada's Program Inventory is available in the [GC InfoBase](#).

Spending and human resources

Planned spending



Budgetary planning summary for Core Responsibilities and Internal Services (dollars)

Core Responsibilities and Internal Services	2017-18 Forecast Spending	2018-19 Main Estimates	2018-19 Planned spending	2019-20 Planned spending
Partnership and Strategy Development	552,285	3,167,862	3,557,000	6,438,000
Marketing and Outreach	1,348,203	7,373,945	4,386,000	19,835,589
Investor Services	35,157	4,007,421	590,000	3,321,000
Subtotal	1,935,645	14,619,228	8,533,000	29,594,589
Internal Services	1,178,657	8,565,696	5,103,000	6,462,000
Total	3,114,302	23,184,924	13,636,000	36,056,589

* TB approval has been received for financial budgets and human resources (FTEs) for 2019-20 and currently seeking ongoing funding for 2020-21 and beyond.

2019-20 Departmental Plan

Planned human resources

Human resources planning summary for Core Responsibilities and Internal Services (full-time equivalents)

Core Responsibilities and Internal Services	2017-18 Forecast	2018-19 Planned	2019-20 Planned	2020-21 Planned
Partnership and Strategy Development	0	10	15	Not available*
Marketing and Outreach	0.75	13	14	Not available*
Investor Services	0	17	28	Not available*
Subtotal	0.75	40	57	Not available*
Internal Services	0.25	10	10	Not available*
Total	1	50	67	TBD

* TB approval has been received for financial budgets and human resources (FTEs) for 2019-20 and currently seeking ongoing funding for 2020-21 and beyond.

Estimates by vote

For information on Invest in Canada's organizational appropriations, consult the 2019–20 Main Estimates¹.

Future-Oriented Condensed Statement of Operations

The Future Oriented Condensed Statement of Operations provides a general overview of the Invest in Canada's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the Future Oriented Condensed Statement of Operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Departmental Plan are prepared on an expenditure basis, amounts may differ.

A more detailed Future Oriented Statement of Operations² and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on [Invest in Canada's website](#).

**Future-Oriented Condensed Statement of Operations
for the year ended March 31, 2010 (dollars)**

Financial information	2018-19 Forecasted results	2019-20 Planned results	Difference (2019-20 Planned results minus 2018-19 Forecast results)
Total expenses	12,291,000	35,423,000	23,132,000
Total revenues	0	0	0
Net cost of operations before government funding and transfers	12,291,000	35,423,000	23,132,000

Additional information

Corporate Information

Minister: The Honourable James Gordon Carr

Chairperson: Mr. Mitch Garber

Chief Executive Officer: Mr. Ian McKay

Ministerial portfolio: International Trade Diversification

Enabling instruments: Invest in Canada Act³

Year of incorporation / commencement: 2018

Other: With its main office in downtown Ottawa, Invest in Canada is a departmental Agency, overseen by a board of directors (the board) accountable to the Minister of International Trade Diversification. The board is currently constituted by six (6) directors and may eventually be comprised of up to a maximum of eleven (11), including a Chairperson, Vice-Chairperson, and ex officio Deputy Minister of the designated Minister. All positions are appointed by Order-in-Council to hold office for terms not exceeding five years and are eligible for re-appointment for a second term of office. Members of the board hold office on a part-time basis. A complete list of current board appointees is available on [Invest in Canada's website](#).

The enabling legislation establishing the new Invest in Canada Hub provides the framework and powers of the Agency. As part of this enabling legislation, Invest in Canada has authority over matters relating to human resources management, contracting, communications, travel and hospitality and other general administrative functions.

The board of directors will supervise the management of the activities of the Agency. A Chief Executive Officer will direct the day-to-day operation of the activities of the new organization.

Invest in Canada will work globally, in partnership with Global Affairs Canada and its Trade Commissioner Service, other federal departments, and provincial and municipal investment attraction offices.

Raison d'être, mandate and role

“Raison d'être, mandate and role⁴: who we are and what we do” is available on [Invest in Canada's website](#)

Reporting framework

The Agency is in the process of seeking approval for the new Departmental Results Framework, and will be reporting on it in the Departmental Results Report.

Core Responsibility: Foreign Direct Investment Attraction Lead Government of Canada's Foreign Direct Investment attraction efforts by making Canada Top-of-Mind for foreign investors and providing services in support of investor decisions to expand in Canada		
Program: Marketing and Outreach	Program: Investor Services	Program: Partnerships & Strategy Development
Internal Services		

Supplementary information tables

The following supplementary information tables⁵ are available on [Invest in Canada's website](#).

- Departmental Sustainable Development Strategy
- Gender-based analysis plus

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the Report on Federal Tax Expenditures⁵. This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information

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234 Laurier Ave. W
Ottawa, Ontario K1P 6K6
Email: CorporateServices@InvCanada.ca
<http://www.investcanada.ca>

Appendix: Definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Core Responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A report on the plans and expected performance of appropriated departments over a three year period. Departmental Plans are tabled in Parliament each spring.

Departmental Result (résultat ministériel)

Any change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by Program-level outcomes.

Departmental Result Indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

Departmental Results Framework (cadre ministériel des résultats)

The department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on the actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

experimentation

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person year charge against a departmental budget. Full time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Gender-based analysis Plus (GBA+)

An analytical process used to help identify the potential impacts of policies, programs and services on diverse groups of women, men and gender-diverse people. The “plus” acknowledges that GBA goes beyond sex and gender differences to consider multiple identity factors that intersect to make people who they are (such as race, ethnicity, religion, age, and mental or physical disability).

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2018–19 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada’s Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

An initiative in which two or more federal organizations, through an approved funding agreement, work toward achieving clearly defined shared outcomes, and which has been designated (by Cabinet, a central agency, etc.) as a horizontal initiative for managing and reporting purposes.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting (production de rapports sur le rendement)

The process of communicating evidence based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priority (priorité)

A plan or project that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Departmental Results.

program (programme)

A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture (architecture d'alignement des programmes)

A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

results (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program (programme temporisé)

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

Endnote 1

2018-19 Main Estimates, Government Expenditure Plan and Main Estimates (Parts I and II) - Canada.ca
<https://www.canada.ca/en/treasury-board-secretariat/services/planned-government-spending/government-expenditure-plan-main-estimates.html>

Endnote 2

Future-Oriented Condensed Statement of Operations
<http://www.investcanada.ca/2018-19-departmental-plan/statement-management-responsibility>

Endnote 3

Invest in Canada Act
<http://laws-lois.justice.gc.ca/eng/acts/I-21.5/page-1.html>

Endnote 4

Raison d'être, mandate, role
<http://www.investcanada.ca/2018-19-departmental-plan/raison-detre>

Endnote 5

Supplementary Information Tables
<http://www.investcanada.ca/2018-19-departmental-plan/supplimentary-tables>

Endnote 6

Report on Federal Tax Expenditures
<https://www.fin.gc.ca/purl/taxexp-eng.asp>