

# Invest in Canada Hub 2022–23 Departmental Results Report

The Honourable Mary Ng  
Minister of Export Promotion, International  
Trade and Economic Development



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## From the Minister

As Minister of Export Promotion, International Trade and Economic Development, it is both a privilege and an honour to serve Canadians as we grow the Canadian economy and raise Canada’s profile on the international stage.

Global investments into Canada continue to create good jobs and opportunities for Canadians, spur economic growth, and introduce new ideas and innovation to Canada. These investments are vital to our economic development as we move toward a more sustainable economy that addresses global climate change challenges, in addition to providing meaningful employment opportunities for diverse communities across the country. Last year, global companies invested \$68.5 billion in Canada, which is well above the average of the last ten years, demonstrating Canada’s growing attraction as an investment destination.



I am delighted to present the 2022-23 Departmental Results Report, highlighting Invest in Canada’s notable achievements and outcomes. Last year, the organization continued to lead global companies toward impactful, future-looking opportunities that complement Canadian knowledge to ensure long-term, sustainable growth. Working in lockstep with the Trade Commissioner Service at Global Affairs Canada and other partners across all levels of government, Invest in Canada’s results are evidence of the organization’s unwavering dedication to fostering robust partnerships and collaboration through coordinated activities and outreach with a vast network of stakeholders in pursuit of global investment into Canada.

Driving foreign direct investment into Canada is a team effort, and collaboration between federal, provincial, territorial, and municipal partners is the key to our collective success. Invest in Canada plays a central role in this investment ecosystem’s efforts to deliver the Government’s ambitious investment attraction agenda, and I am grateful of the hard work the organization has carried out as it fulfills its economically significant mandate for Canada and Canadians.

The Honourable Mary Ng  
Minister of Export Promotion, International Trade and Economic Development

## From the Chair of the Board of Directors

On behalf of the Board of Directors, I am very pleased to report on the achievements of Invest in Canada for the 2022-23 fiscal year.

Invest in Canada continues to develop strategies and initiatives that are strongly aligned to the Government of Canada’s transition to clean energy and trade diversification strategy. Through meaningful partnerships across all levels of government and with the private sector, responsible business practices, and an acute awareness of priority sectors, Invest in Canada continues to prioritize transformational and high impact global investments into Canada as a critical pillar to the success of the Government’s economic growth strategy.

My colleagues and I on the Board of Directors represent a cross-section of the Canadian business community and we are committed to bringing forward our experience and knowledge as executives, entrepreneurs, policy leaders and investment leaders to support Invest in Canada as it leads the Government’s global investment promotion agenda.

On behalf of the Board of Directors, I extend my deepest gratitude to all board members, past and present for their unwavering commitment to Invest in Canada’s mandate. I would like to thank Invest in Canada’s management team and the dedicated employees who help Canada shine on the global stage as a leading destination for foreign direct investment.



Karl Tabbakh

## From the Chief Executive Officer

It is with great pleasure and a deep sense of responsibility that I share the results from Invest in Canada’s collective efforts in 2022-23 to drive growth of foreign direct investment into Canada while creating value for all partners and stakeholders.

After five years of operation, Invest in Canada has established its unique position to facilitate and accelerate large-scale, transformative, impactful foreign direct investment into our country. We have hit our stride as Canada’s promoter on the international stage, while also serving as a central linchpin within the FDI ecosystem in Canada.

The Government of Canada’s economic and sustainability priorities are clear — sustainable economic growth, reconciliation with Indigenous peoples, gender equality and taking action on climate change and clean energy. With these policy priorities in mind, Invest in Canada focused efforts to increase global investment in the electric vehicle battery supply chain, energy transition, including hydrogen, alternative fuels and other net-zero transition investments, life sciences and bio-manufacturing, and value-added agriculture.

In 2022-23, the organization channelled its resources towards promoting and facilitating foreign investments into sectors and communities that delivered highest impact for Canadians. To do so, it was essential for Invest in Canada to leverage data and research and prioritize collaboration across all levels of government to successfully facilitate investments. Invest in Canada hosted over 20 leading domestic and international events where Canada was showcased as a preferred destination for foreign direct investment.

I am eager to lead Invest in Canada as the organization heads into this next phase of maturity. With the support and advice of an experienced Board of Directors and a talented and dedicated team, Invest in Canada is poised to achieve success for the year ahead.



Laurel Broten

## Results at a glance

Canada's economy continues to prove to be one of the strongest in the G7. It has been resilient even in the face of a global recession, despite facing strong inflationary pressures, Canada continues to attract high value foreign investments. Invest in Canada remained committed to close engagement with partners to put forward Canada's value proposition to investors in uncertain times.

Through its program areas – Marketing; Investor Services; and Pan Canadian Collaboration – Invest in Canada remained steadfast in its commitment to deliver on its mandate to promote, attract and facilitate global investments into Canada. In 2022-23, the organization carried out the following initiatives in support of its departmental results:

### **Result 1: Canada is promoted as a foreign direct investment destination**

- Launched its most complex global advertising campaign across 8 target markets (UK, France, Germany, Switzerland, UAE, Singapore, Japan, South Korea) to raise the awareness of Canada as a premier business expansion destination amongst high-level business decision makers.
- Led Canada's branding at signature and high-profile global events and enhanced the country's visibility among key business decision makers.
- Developed and promoted bespoke content to elevate consideration of Canada as a destination for FDI in priority sectors.

### **Result 2: Investors are investing or expanding in Canada through the support of IIC services**

- Collaborated with partners across all levels of government to offer a seamless customer journey to investors as they consider Canada as their preferred investment destination.
- Provided tailored investor services to attract investments from 12 different source countries into communities across Canada.
- Developed and hosted 32 global investor visits in Canada to showcase the country's attributes and potential sites for their projects.

### **Result 3: Partners have access to services and tools to support their investment attraction efforts**

- Engaged in research on topics that will help Invest in Canada and partners understand the direct and indirect effects of FDI, at aggregate, regional and sectoral levels.
- Launched tools that responded to partners needs, such as the FDI Incentive Catalogue, to streamline the ability to identify regional and/or sectoral incentives to support foreign investment.
- Worked closely with the Trade Commissioner Service to ensure coordination on leads and in-market initiatives.

For more information on Invest in Canada’s plans, priorities and results achieved, see the “Results: what we achieved” section of this report.



## **Results: what we achieved**

### **Core responsibilities**

Foreign Direct Investment Attraction

#### **Description**

Invest in Canada has a mandate to lead in the attraction, facilitation and coordination of foreign direct investment (FDI) across government entities, the private sector, and other stakeholders. Its core responsibility is to lead the Government of Canada’s FDI attraction efforts by making Canada top-of mind for foreign investors and providing services in support of investor decisions to expand into Canada. In doing so, Invest in Canada’s efforts will support economic prosperity and stimulate sustainable innovation in Canada.

#### **Results**

In 2022-23, Invest in Canada’s three program areas—Marketing, Investor Services, and Data Partnerships and Pan-Canadian Collaboration—worked together with the organization’s Internal Services to achieve results in support of the organization’s core responsibility and planned results as presented in the 2022-23 Departmental Plan.

In October 2022, Laurel Broten, was appointed as Chief Executive Officer of Invest in Canada. Laurel’s vision for the organization further strengthens commitments to excellent client service and brought forward a renewed pan-Canadian focus to enable economic development through FDI across all regions of Canada.

As reported in its 2022-23 Departmental Plan, Invest in Canada revised its Departmental Results Framework before the 2022-23 reporting year to track outcomes that more closely reflect the reach and the impact of the organization. Invest in Canada’s three program areas: Marketing; Investor Services; and Data Partnerships and Pan-Canadian Collaboration, are structured to support the organization’s achievement of the following results:

#### **Canada is promoted as a foreign direct investment destination**

In 2022-23, Invest in Canada maintained strong marketing momentum and promoted Canada as a top investment destination through a holistic promotional strategy that maximized the combined value of marketing, advertising, events and public relations, focusing on a narrative that attracts new investments from more countries and towards target sectors for future growth and prosperity.

The organization launched some of its most complex advertising campaigns during the year with an awareness focus in Japan, South Korea, the UAE and Singapore, and with a consideration focus in France, the UK and Germany. Invest in Canada also developed and ran content

marketing series with CNN for EV battery manufacturing and the Financial Times for Hydrogen content to elevate consideration of Canada as a destination for FDI in those sectors among business decision makers. Other marketing efforts directed towards enhancing the country's visibility and promoting Canada as a top investment destination included strong presence at signature and high-profile global events, including Toronto Global Forum, Mines to Money Conference, Conférence de Paris, PDAC, the Canada in Asia Conference, among others.

Last year, Invest in Canada measured and tracked Canada's brand through net promoter score (NPS) in target markets, which measures how likely business decision-makers in Invest in Canada's target markets are to recommend Canada as an investment destination, with 0 indicating neutral value. The data showed that Canada continues to have the second highest NPS at the global level. From 2021 to 2022, the NPS score increased in the target markets of France, UK, Switzerland and Singapore, markets where Invest in Canada continues to place emphasis on investment consideration. Further, it revealed that Canada is the top recommended country in the US and the second recommended country in UK, France and UAE out of the 10 business expansion destinations.

### **Investors are investing or expanding in Canada through the support of IIC services**

The 2022-23 fiscal year was one of growth as Invest in Canada came into its own as a strategic partner in the federal ecosystem with a specialized role to play in expanding and facilitating investments. Invest in Canada's approach to support and provide services for projects became more targeted as the organization focused on high-impact and transformational investments in target sectors and on projects in which Invest in Canada's services provided the most value.

One of Invest in Canada's unique value propositions is the ability to accelerate FDI into the country by connecting potential investors with the right people and organizations across a variety of sectors in a fast and efficient manner. Invest in Canada worked collaboratively with federal partners, like the Trade Commissioner Service, and the Department of Innovation Science and Economic Development, as well as provincial, territorial, and municipal partners to explore new investment leads while pitching value-add opportunities to existing foreign investors.

In 2022-23, Invest in Canada, facilitated 27 net new or expansion investments, representing \$4.4 billion in capital expenditures and with the possibility of creating 9,500 jobs. In addition, the organization collaborated with partners to support upwards of 32 investment-focused incoming site visits or delegations from countries including, South Korea, Japan, Singapore, Germany, the Netherlands, Finland, Belgium, Sweden, Switzerland, the UK, and the US.

## **Partners have access to services and tools to support their investment attraction efforts**

Invest in Canada refined its services and tools available to partners and in 2022-23 took a deeper data-driven approach to its promotion efforts and support for partners' FDI promotion and attraction efforts. With the support of other federal departments in the FDI ecosystem, Invest in Canada played a leading coordination role in developing necessary value propositions for target sectors outlined in the Foreign Direct Investment Attraction Strategy (FDIAS) and in identifying data gaps and acquisition of required data sets. Invest in Canada continued to improve the quality of and access to information and tools on its partner portal, InfoZone. The organization optimized InfoZone over the year to support federal, provincial, territorial and municipal partners with relevant and new materials, and built out a suite of knowledge products to promote the competitive value and high-growth market potential of various sectors, including end-to-end EV manufacturing, hydrogen investment growth opportunities and value-added agriculture.

In addition to resources and tools, Invest in Canada also carried out in-depth research focused on the impact of FDI in Canada, including the role of FDI on diversity as defined in the Canadian context as Gender Based Analysis + to better understand the effects of investments on diverse populations.

## **Gender-based analysis plus**

Invest in Canada is continuing to increase its competency related to equity, diversity and inclusion and gender-based analysis plus. Many investors with whom Invest in Canada works understand that gender parity and diversity are important objectives when identifying an investment location. Canada's value proposition as a highly educated and diverse workforce is brought to the fore through the organization's integrated advertising campaigns and content marketing, leveraging visual representation that showcase diverse communities and gender parity in Canada.

Last year, Invest in Canada completed a pay equity exercise and will create a pay equity plan as outlined in the *Pay Equity Act*. The exercise compared female and male dominated job classes to determine whether there are pay equity discrepancies. A pay equity plan will address any identified pay equity issues.

## **United Nations 2030 Agenda for Sustainable Development and the Sustainable Development Goals**

Invest in Canada continued to support the Federal Sustainable Development Strategy (FSDS) goal of transitioning to a low carbon economy through green procurement. In 2022-23, Invest in Canada continued to use Public Services and Procurement Canada's consolidated procurement instruments, which include

environmental considerations and enables organizations to purchase more environmentally preferable goods and services.

### **Innovation**

Invest in Canada’s core responsibility and expected results are aligned with the mandate of the organization. However, as a principal philosophy and with advice from the Board of Directors, Invest in Canada will continue to monitor and learn from its results to better refine, evolve and innovate on the organization’s approach to hiring top talent, executing programs and serving clients. Invest in Canada will continue to assess the need to test high-impact innovations in 2023-24 while its focus remains on executing the mandate as set out in its enabling legislation. Invest in Canada will continue to use innovative approaches to delivering services in support of partners and clients, such as digital marketing, regional support across Canada and building key partnerships with industry.

### **Key risks**

Invest in Canada monitors its operational risks regularly and annually updates its enterprise risk profile. Over the last five years of operation, Invest in Canada has built up its systems and controls to ensure that risks are adequately mitigated or resolved. As the organization matures, risks to the organization change and Invest in Canada reviews and adapts strategies to ensure that risks are managed. The Board of Directors plays an important role in this regard.

As Canada’s investment promotion agency, Invest in Canada continues to monitor its reputation and brand to ensure that the Invest in Canada brand is not misrepresented as this can hinder the organization’s ability to attract and facilitate foreign direct investment into Canada. This risk is mitigated through ongoing education and training with partners on brand guidelines and through the development and implementation of brand safety initiatives to protect the reputation of the brand where the organization advertises online.

## **Results achieved**

The following table shows, for Foreign Direct Investment Attraction, the results achieved, the revised departmental performance indicators, the targets and the target dates for 2022–23, and the actual results for the three most recent fiscal years for which actual results are available:

<b>Departmental results</b>	<b>Performance indicators</b>	<b>Target</b>	<b>Date to achieve target</b>	<b>2020–21 actual results*</b>	<b>2021–22 actual results</b>	<b>2022–23 actual results</b>
Canada is promoted as a foreign direct	Number of target audience individuals exposed to IIC’s promotional activities.	1,000,000	March 2023	NA	1,800,000	2,100,000

investment destination	(content and events combined)					
	Number of unique reach of promotional campaigns	20,000,000	March 2023	NA	95,100,00	33,200,000
	Net Promoter Score	0	March 2023	NA	0.03	-0.6
Investors are investing or expanding in Canada through the support of IIC services	Number of new investments or expansions supported by IIC	25	March 2023	NA	48	27
	Number of investors receiving IIC services	125	March 2023	NA	159	148
Partners have access to services and tools to support their investment attraction efforts	Number of products (Sector Fact Sheet, Reports, Data sets, etc.) developed and shared with partners	320	March 2023	NA	244	352
	Number of Federal, Provincial and City partners accessing data and information on the IIC InfoZone partner portal to support investment promotion activities.	610	March 31, 2023	NA	513	614

\* Indicators and results not applicable for 2020-21 as the organization was reporting on a different set of departmental result indicators.

Financial, human resources and performance information for Invest in Canada's program inventory is available in [GC InfoBase](#).<sup>i</sup>

### Budgetary financial resources (dollars)

The following table shows, for Foreign Direct Investment Attraction, budgetary spending for 2022–23, as well as actual spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
\$26,217,014	\$26,217,014	\$27,930,592	\$26,736,671	(\$1,193,921)

Financial, human resources and performance information for Invest in Canada's program inventory is available in [GC InfoBase](#).<sup>ii</sup>

## Human resources (full-time equivalents)

The following table shows, in full-time equivalents, the human resources the department needed to fulfill this core responsibility for 2022–23.

2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
57	57	0

Financial, human resources and performance information for Invest in Canada’s program inventory is available in [GC InfoBase](#).<sup>iii</sup>

## Internal services

### Description

Internal services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. 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 10 service categories are:

- ▶ acquisition management services
- ▶ communication services
- ▶ financial management services
- ▶ human resources management services
- ▶ information management services
- ▶ information technology services
- ▶ legal services
- ▶ material management services
- ▶ management and oversight services
- ▶ real property management services

## Contracts awarded to Indigenous businesses

Invest in Canada is a Phase 3 organization and is aiming to achieve the minimum 5% target by the end of 2024-25.

To facilitate the achievement of the target by 2024-25, Invest in Canada has undertaken an analysis of its historic contracting to Indigenous businesses and has identified the potential areas

under each program where there are opportunities for Indigenous businesses to contribute to and support Invest in Canada’s services over the upcoming years.

In 2022-23, Invest in Canada put in place a plan to ensure internal measurement from 2022-23 onward to ensure that the organization has the data collection measures in place to report by the end of fiscal year 2024-25.

Over the 2023-24 fiscal year, Invest in Canada will ensure the alignment of internal policies and processes to support its achievement of the Mandatory Procedures for Contracts Awarded to Indigenous Businesses.

Further, Invest in Canada will ensure that its procurement professionals complete the mandatory course Indigenous Considerations in Procurement (COR409) from the Canada School of Public Service.

### **Budgetary financial resources (dollars)**

The following table shows, for internal services, budgetary spending for 2022–23, as well as spending for that year.

2022–23 Main Estimates	2022–23 planned spending	2022–23 total authorities available for use	2022–23 actual spending (authorities used)	2022–23 difference (actual spending minus planned spending)
\$7,394,542	\$7,394,542	\$7,378,442	\$6,287,452	(\$1,090,990)

### **Human resources (full-time equivalents)**

The following table shows, in full-time equivalents, the human resources the department needed to carry out its internal services for 2022–23.

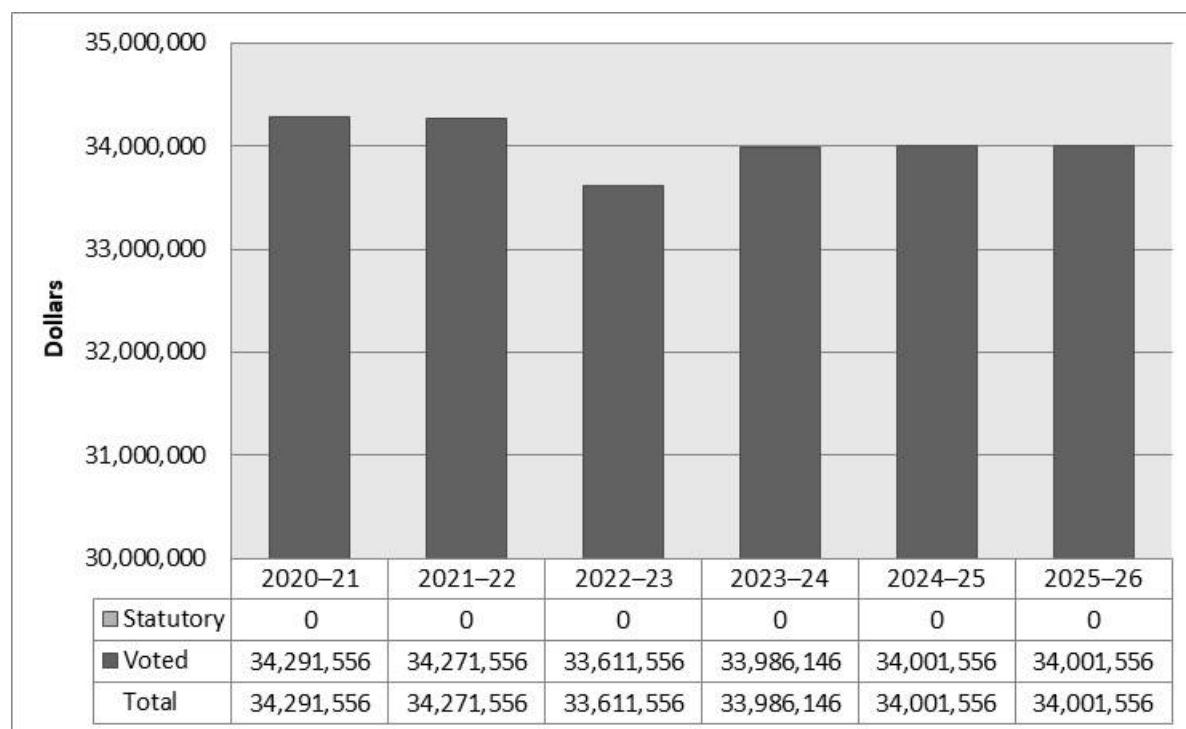
2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2022–23 difference (actual full-time equivalents minus planned full-time equivalents)
10	10	0

## Spending and human resources

### Spending

#### Spending 2020–21 to 2025–26

The following graph presents planned (voted and statutory spending) over time.



Invest in Canada’s funding profile has matched the maturation of the organization. Invest in Canada is responsible for all employee benefits and pension contributions annually.

The 2023-24 voted expenditure amount reflects updated figures from previous departmental reporting due to 2023-24 Annual Reference Level Update.

### Budgetary performance summary for core responsibilities and internal services (dollars)

The “Budgetary performance summary for core responsibilities and internal services” table presents the budgetary financial resources allocated for Invest in Canada’s core responsibilities and for internal services.



Core responsibilities and internal services	2022–23 Main Estimates	2022–23 planned spending	2023–24 planned spending	2024–25 planned spending	2022–23 total authorities available for use	2020–21 actual spending (authorities used)	2021–22 actual spending (authorities used)	2022–23 actual spending (authorities used)
Foreign Direct Investment Attraction	\$26,217,014	\$26,217,014	\$26,521,214	\$26,521,214	\$27,930,592	\$22,370,508	\$28,972,353	\$26,736,671
Internal services	\$7,394,542]	\$7,394,542	\$7,480,342	\$7,480,342	\$7,378,442	\$7,251,599	\$5,514,688	\$6,287,452
<b>Total</b>	<b>\$33,611,556</b>	<b>\$33,611,556</b>	<b>\$34,001,556</b>	<b>\$34,001,556</b>	<b>\$35,309,034</b>	<b>\$29,622,107</b>	<b>\$34,487,041</b>	<b>\$33,024,123</b>

Invest in Canada was formally established on March 12, 2018. Spending from 2022-23 to 2024-25 reflects funding for Invest in Canada at a steady state.

## Human resources

The “Human resources summary for core responsibilities and internal services” table presents the full-time equivalents (FTEs) allocated to each of Invest in Canada’s core responsibilities and to internal services.

### Human resources summary for core responsibilities and internal services

Core responsibilities and internal services	2020–21 actual full-time equivalents	2021–22 actual full-time equivalents	2022–23 planned full-time equivalents	2022–23 actual full-time equivalents	2023–24 planned full-time equivalents	2024–25 planned full-time equivalents
Foreign Direct Investment Attraction	57	57	57	57	57	57
<b>Subtotal</b>	<b>57</b>	<b>57</b>	<b>57</b>	<b>57</b>	<b>57</b>	<b>57</b>
Internal services	10	10	10	10	10	10
<b>Total</b>	<b>67</b>	<b>67</b>	<b>67</b>	<b>67</b>	<b>67</b>	<b>67</b>

## Expenditures by vote

For information on Invest in Canada’s organizational voted and statutory expenditures, consult the [Public Accounts of Canada](#).<sup>iv</sup>

## Government of Canada spending and activities

Information on the alignment of Invest in Canada’s spending with Government of Canada’s spending and activities is available in [GC InfoBase](#).<sup>v</sup>

## Financial statements and financial statements highlights

### Financial statements

Invest in Canada’s financial statements (unaudited) for the year ended March 31, 2023, are available on the department’s [website](#).<sup>vi</sup>

### Financial statement highlights

Condensed Statement of Operations (unaudited) for the year ended March 31, 2023 (dollars)

Financial information	2022–23 planned results	2022–23 actual results	2021–22 actual results	Difference (2022–23 actual results minus 2022–23 planned results)	Difference (2022–23 actual results minus 2021–22 actual results)
Total expenses	\$34,844,000	\$33,595,000	\$36,300,000	(\$1,249,000)	(\$2,705,000)
Total revenues	\$0	\$0	\$0	\$0	\$0
Net cost of operations before government funding and transfers	\$34,844,000	\$33,595,000	\$36,300,000	(\$1,249,000)	(\$2,705,000)

The 2022–23 planned results information is provided in Invest in Canada’s [Future-Oriented Statement of Operations and Notes 2022–23](#).<sup>vii</sup>

Condensed Statement of Financial Position (unaudited) as of March 31, 2023 (dollars)

Financial information	2022–23	2021–22	Difference (2022–23 minus 2021–22)
Total net liabilities	\$3,044,000	\$6,238,000	(\$3,194,000)
Total net financial assets	\$2,935,000	\$6,157,000	(\$3,222,000)
Departmental net debt	\$109,000	\$81,000	\$28,000

Financial information	2022–23	2021–22	Difference (2022–23 minus 2021–22)
Total non-financial assets	\$1,863,000	\$2,408,000	(\$545,000)
Departmental net financial position	\$1,754,000	\$2,327,000	(\$573,000)

The 2022–23 planned results information is provided in Invest in Canada’s [Future-Oriented Statement of Operations and Notes 2022–23](#)<sup>viii</sup>.

## Corporate information

### Organizational profile

**Appropriate minister[s]:** The Honourable Mary Ng, P.C., M.P.

**Institutional head:** Laurel Broten

**Ministerial portfolio:** International Trade

**Enabling instrument[s]:** [Invest in Canada Act](#)<sup>ix</sup>

**Year of incorporation / commencement:** 2018

**Other:** Invest in Canada is headquartered in Ottawa and is a departmental corporation, overseen by a board of directors (the board) accountable to the Minister of International Trade, Export Promotion, Small Business and Economic Development (The Minister). The board is composed of eleven (11) part-time directors, including a Chairperson, Vice-Chairperson, and an ex-officio director, the Deputy Minister of the designated Minister. Apart from the Deputy Minister, all positions are appointed by Order-in-Council to hold office for terms not exceeding three years and are eligible for reappointment in the same or another capacity. A complete list of current board appointees is available on Invest in Canada’s website.

The board supervises and manages Invest in Canada’s business and affairs and advises the Minister and the Chief Executive Officer (CEO) on matters relating to the organization’s mandate. The CEO is responsible for Invest in Canada’s day-to-day operation.

Invest in Canada’s enabling legislation provides the framework and powers of the organization. It also provides Invest in Canada authority over matters relating to human resources management, contracting, communications, travel and hospitality and other general administrative functions.

Invest in Canada works globally, in partnership with Global Affairs Canada and its Trade Commissioner Service, other federal departments, and provincial and municipal investment attraction offices, to promote Canada as a destination for foreign direct investment.

## Raison d’être, mandate and role: who we are and what we do

“Raison d’être, mandate and role: who we are and what we do” is available on Invest in Canada’s [website](#)<sup>x</sup>.

For more information on the department’s organizational mandate letter commitments, see the [Minister’s mandate letter](#)<sup>xi</sup>.

## Operating context

Information on the operating context is available on Invest in Canada’s [website](#)<sup>xii</sup>.

## Reporting framework

Invest in Canada’s departmental results framework and program inventory of record for 2022–23 are shown below.

<b>Core Responsibility: Foreign Direct Investment Attraction</b>		<b>Internal Services</b>	
<b>Departmental Results Framework</b>	Departmental result 1: Canada is promoted as a foreign direct investment destination		Indicator: Number of target audience individuals exposed to Invest in Canada’s promotional activities (content and events combined)
			Indicator: Number of unique reach of promotional campaigns
			Indicator: Net Promoter Score
	Departmental result 2: Investors are investing or expanding in Canada through the support of Invest in Canada services		Indicator: Number of new investments or expansions supported by Invest in Canada
			Indicator: Number of investors receiving Invest in Canada services
	Departmental result 3: Partners have access to services and tools to support their investment attraction efforts		Indicator: Number of products (Sector Fact Sheet, Reports, Data sets, etc.) developed and shared with partners
Indicator: Number of Federal, Provincial and City partners accessing data and information on the Invest in Canada InfoZone partner portal to support investment promotion activities.			
<b>Program Inventory</b>	Marketing		
	Investor Services		
	Data Partnerships and Pan-Canadian Collaboration		

## Supporting information on the program inventory

Financial, human resources and performance information for Invest in Canada’s program inventory is available in [GC InfoBase](#).<sup>xiii</sup>

## Supplementary information tables

The following supplementary information tables are available on Invest in Canada’s [website](#)<sup>xiv</sup>:

- ▶ Reporting on Green Procurement
- ▶ Details on transfer payment programs
- ▶ Gender-based analysis plus
- ▶ Horizontal initiatives
- ▶ Up front multi year funding
- ▶ United Nations 2030 Agenda and the Sustainable Development Goals
- ▶ Response to Parliamentary Committees

## 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 Expenditures](#).<sup>xv</sup> This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs as well as evaluations and GBA Plus of tax expenditures.

## Organizational contact information

### Mailing address:

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K2P 2P7

**Email:** [CorporateServices@invcanada.ca](mailto:CorporateServices@invcanada.ca)

**Website(s):** <https://www.investcanada.ca><sup>xvi</sup>

## 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 an appropriated department over a 3-year period. Departmental Plans are usually tabled in Parliament each spring.

### **departmental priority** (*priorité*)

A plan or project that a department 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.

### **departmental result** (*résultat ministériel*)

A consequence or outcome that a department seeks to achieve. 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 quantitative measure of progress on a departmental result.

### **departmental results framework** (*cadre ministériel des résultats*)

A framework that connects the department's core responsibilities to its departmental results and departmental result indicators.

### **Departmental Results Report** (*rapport sur les résultats ministériels*)

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

### **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. For a particular position, the full-time equivalent figure is the ratio of

number of hours the person actually works divided by the standard number of hours set out in the person's collective agreement.

**gender-based analysis plus (GBA Plus)** (*analyse comparative entre les sexes plus [ACS Plus]*)

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives; and understand how factors such as sex, race, national and ethnic origin, Indigenous origin or identity, age, sexual orientation, socio-economic conditions, geography, culture and disability, impact experiences and outcomes, and can affect access to and experience of government programs.

**government-wide priorities** (*priorités pangouvernementales*)

For the purpose of the 2022–23 Departmental Results Report, government-wide priorities are the high-level themes outlining the government's agenda in the [November 23, 2021, Speech from the Throne](#): building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation; and fighting for a secure, just and equitable world.

**horizontal initiative** (*initiative horizontale*)

An initiative where two or more federal organizations are given funding to pursue a shared outcome, often linked to a government priority.

**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.

**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 to the expected result.

**planned spending** (*dépenses prévues*)

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

**program** (*programme*)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

**program inventory** (*répertoire des programmes*)

Identifies all the department's programs and describes how resources are organized to contribute to the department's core responsibilities and results.

**result** (*résultat*)

A 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.

**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

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- <sup>i</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>ii</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>iii</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>iv</sup> Public Accounts of Canada, <http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- <sup>v</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>vi</sup> Invest in Canada Financial Statements, <https://www.investcanada.ca/transparency/financial-statements-year-ended-march-2>
- <sup>vii</sup> IIC Future Orientated Statement of Operations and Notes 2022-23, <https://www.investcanada.ca/transparency/future-oriented-financial-statement>
- <sup>viii</sup> IIC Future Orientated Statement of Operations and Notes 2022-23, <https://www.investcanada.ca/transparency/future-oriented-financial-statement>
- <sup>ix</sup> Invest in Canada Act, <https://laws-lois.justice.gc.ca/eng/acts/I-21.5/FullText.html>
- <sup>x</sup> IIC Raison d’Être, Mandate and Role, <https://www.investcanada.ca/transparency/raison-detre-mandate-role-who-we-are>
- <sup>xi</sup> Minister of International Trade, Export Promotion, Small Business and Economic Development Mandate Letter, <https://www.pm.gc.ca/en/mandate-letters/2021/12/16/minister-international-trade-export-promotion-small-business-and>
- <sup>xii</sup> Invest in Canada Website, <https://www.investcanada.ca/>
- <sup>xiii</sup> GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- <sup>xiv</sup> Invest in Canada Website, <https://www.investcanada.ca/transparency>
- <sup>xv</sup> Report on Federal Tax Expenditures, <https://www.canada.ca/en/department-finance/services/publications/federal-tax-expenditures.html>
- <sup>xvi</sup> Invest in Canada Website, <https://www.investcanada.ca/contact-us>