

Invest in Canada Hub

2018–19

Departmental Plan

The Honourable François-Philippe Champagne

Minister of International Trade

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Minister's message

I am delighted to present the Invest in Canada 2018-19 Departmental Plan, which provides parliamentarians and Canadians with the first insight and information on what the organization will establish and the results it is trying to achieve.

Invest in Canada was formally established as a departmental corporation on March 12, 2018, with the goal of attracting more global investment. Foreign direct investment (FDI) is a critical component of Canada's economy. FDI spurs innovation, improves productivity and eases access to international markets. Invest in Canada will attract large investments to Canada by promoting our country as a top investment destination to the world.



Working seamlessly with federal, provincial, territorial and municipal governments and providing a full suite of one-stop investment facilitation and aftercare services, Invest in Canada will make investing in Canada simpler and more attractive.

Over the coming weeks and months, Invest in Canada will create the connective tissue necessary to promote the government's broader priorities: contributing to Canada's economic growth and efforts to strengthen the middle class; advancing gender parity; working toward a renewed relationship with Indigenous peoples; and improved partnerships with provincial, territorial and municipal governments. Invest in Canada will also ensure alignment with the Government's commitment to openness, transparency, and being accountable to Canadians.

By offering investors a single-window to access the programs or support they may need, Invest in Canada will make it easier for businesses to bring job-creating investments to communities across the country.

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

The Honourable François-Philippe Champagne
Minister of International Trade

Chairman's Message

Invest in Canada will play an important role in supporting Canada's progressive trade agenda, by enhancing its capacity to compete on the international stage and increasing its share of foreign direct investment. It is my great pleasure and honour to serve as Invest in Canada's first Chair of the Board of Directors.

The Board of Directors, accountable to the Minister of International Trade, is responsible for supervising and overseeing the management of the Invest in Canada corporation. The board will also play an advisory role to the Minister and the corporation. I, as chair, and the entire board of directors are committed to ensuring the highest level of public stewardship.



As a long-time business executive and entrepreneur, I understand the challenges that companies can face when trying to set up or expand their business in a new country. I am excited to be a part of Invest in Canada's development and making sure that Canada is at the competitive forefront of the innovation and prosperity that comes with global investment to our country.

I look forward to working with Ian McKay, our new Chief Executive Officer, senior management and staff during this exciting time.

Mitch Garber
Chair of the Board of Directors

Chief Executive Officer’s Message

It is my pleasure to be appointed as Invest in Canada’s first Chief Executive Officer and to be part of delivering our very exciting mandate.

The focus of Invest in Canada over the next five (5) years is to:

- develop a cohesive foreign direct investment strategy to align with the country’s overall economic growth strategy
- promote Canada as a premier investment destination
- establish a single-window investor support framework, including world-class investment aftercare, retention and reinvestment services.



Since the 2016 announcement of the creation of Invest in Canada, the Government has been preparing for and laying the foundation for its efficient start-up. My focus over the next several months will be on recruiting talent and building capacity such that the organization can become quickly operational and start making a positive impact on investor decisions. The 2018-19 Departmental Plan outlines the activities that we will undertake to establish Invest in Canada as a new departmental corporation and scale-up operations.

Canada has much to offer international businesses, which can in turn create jobs that are important to Canadians. As the Chief Executive Officer of Invest in Canada, I look forward to building the partnerships and the team that will make it easier for international companies to choose Canada as the place to invest and grow their business.

Ian McKay
Chief Executive Officer

Plans at a glance

Invest in Canada was created to coordinate federal, provincial, territorial and municipal efforts and promote Canada’s investment value proposition so that Canada makes the most of every opportunity to attract global investment, in a manner consistent with the federal government’s growth strategy.

As a new departmental corporation (hereinafter referred to as the “corporation”), Invest in Canada priorities for 2018-19 will be focused on recruiting talent and building organizational capacity, establishing partnerships, and putting in place effective programs and services.

Foreign Direct Investment benefits to Canada’s economy

- creates jobs in Canada for Canadians
- expands trade and boosts productivity
- provides access to new technologies, innovation, business and manufacturing processes
- links Canadian firms to global value chains

Building operational capacity

A highly skilled, high performing team will be recruited to provide world-class investor services and deliver on Invest in Canada’s important mandate, along with strong operating policies and effective control frameworks.

Priority will be on recruiting the leadership team and other key positions. To achieve the highest standards of efficiency and effectiveness, as a new and small

corporation, some internal services and functions will be provided by other federal organizations through arrangements, and others will require capacity to be built in-house. State of the art technology to facilitate superior client support to investors will be put in place.

Collaborating with federal, provincial, territorial, municipal and industry partners

Understanding that companies don’t just invest in countries, but in projects and communities as well, Invest in Canada will 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. Agreements and protocols may be developed with key partners to build a strong culture of cooperation, improve the coordination of efforts and facilitate information sharing and knowledge transfer. Findings and conclusions from these efforts will be key inputs into a cohesive foreign direct investment strategy that will be developed, with a focus on attracting investment that drives innovation and supports the country’s overall economic growth strategy and international trade objectives.

Promoting Canada as a top destination for global investment

To ensure that investors are aware of Canada’s value proposition and see it as the premier global investment destination that it is, a strong investment brand will be developed, along with proactive marketing and promotion. Drawing on consultations with industry and government partners, the brand will promote Canada’s value proposition through messaging that resonates with decision makers, dispels misperceptions and provides an accurate assessment of Canada’s sectoral strengths and economic advantages. A social media presence and an investor-oriented website will serve as a marketplace and innovative platform to interact with investors. To introduce Invest in Canada and its services to the world and reach potential clients, participation in impactful signature events in Canada and internationally will be enhanced.

Scaling up of Investor Services operations

Foreign direct investment (FDI) is a critical driver of economic growth and the competition is fierce. Now is the moment to seize those job-creating investments for Canada’s benefit. Invest in Canada was created to serve as a catalyst, coordinate information and services, and strengthen FDI efforts. To do this, a high impact FDI attraction and client support function will be created that will simplify decision making for investors by offering dedicated support to help navigate Canada’s investment landscape. World-class aftercare services will also be provided, with the aim of turning initial investments into expanded investments.

As organizational capacity is built, investor services’ operations will be scaled-up over the coming year. Leveraging the full range of federal programs, and working in step with federal, provincial, territorial and municipal partners, a single-window support service will offer high-impact investors quick and easy access to information they need. Working as a catalyst, the corporation will also liaise between investors and partners to facilitate timely decisions that investors count on. Investor Services will assume greater responsibility for the identification, engagement and coordination of foreign direct targets and attraction efforts by working closely with Global Affairs Canada’s (GAC) Investment and Innovation Bureau and Trade Commissioner Service, and other partners to ensure the seamless transition of responsibilities.

Ready access to relevant and up-to-date information is vital to foreign direct investment attraction. Invest in Canada will work closely with other federal departments to ensure data and state of the art tools are available such that potential investors have access to relevant information to assist in their investment decisions. 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.

For more information on Invest in Canada’s plans, priorities and the planned results, see the “Planned results” section of this report.

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

Core Responsibilities

The following are the interim core responsibilities for Invest in Canada. These will be revisited based on program results and needs, and presented to Treasury Board for approval.

Partnership and Strategy Development

Description

Develops and maintains partnerships with the spectrum of federal, provincial, territorial and municipal partners to create and implement a national integrated foreign direct investment strategy aligned with Government of Canada economic development objectives.

Planning Highlights

Understanding that companies do not just invest in countries, but in projects and communities as well, Invest in Canada will raise the level of collaboration with federal departments, provincial, territorial and municipal governments and industry to develop a proactive, strategic and coordinated approach to attract foreign direct investment and strengthen client support. An integrated foreign direct investment strategy will be built that focuses on investment that drives innovation and supports Canada's international trade objectives.

Impact of increased FDI

According to a 2016 report by the Advisory Council of Economic Development, an increase of inbound FDI from 2% to 6%, would add approximately \$43 billion to Canada's GDP.

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 discuss how players can best work together, and how to enhance existing services to investor clients. Invest in Canada will also work with non-traditional partners where relevant opportunities exist. For example, unique investment opportunities and interests may lie with Canada's indigenous communities to stimulate development and economic growth through foreign direct investment.

As a new player in Canada's foreign direct investment landscape, Invest in Canada will build on the cooperation that currently exists. It will participate in the cooperation frameworks already in place, and as the corporation carves out its niche, it will work to establish new collaborative mechanisms where there are gaps, and strive to enhance existing approaches with partners. Arrangements and protocols with provincial, territorial, and municipal partners may be developed to enhance FDI attraction efforts, facilitate the resolution of irritants, and strengthen

the coordination of leads and investor services. Processes and protocols for information sharing and knowledge transfer across federal departments will also be established.

An integrated foreign direct investment strategy will be developed. This strategy, essential to Invest in Canada’s mandate, will focus on aligning approaches to attract high impact investment that drives innovation, particularly in sectors that reflect the Government’s overall priorities. It will guide best approaches for a single-window service designed to help investors navigate the investment landscape that Canada offers, as well as aftercare, retention, and reinvestment services. The strategy will draw from consultations with stakeholders, as well as from marketing and branding, data and business intelligence, and prioritization of targets – areas all being addressed by Invest in Canada.

Planned Results (preliminary*)

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2014–15 Actual results	2015–16 Actual results	2016–17 Actual results*
Efforts of stakeholders to attract FDI are aligned across levels of government	TBD	TBD	TBD	Not applicable	Not applicable	Not applicable

*Note: A Departmental Results Framework will be established and presented to Treasury Board in fall/winter 2018-19.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
3,167,862	3,167,862	3,956,483	Not available*

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
10	12	Not available*

* TB approval has been received for financial budgets and human resources (FTEs) for 2017-18 through to 2019-20. Invest in Canada will be seeking ongoing funding during FY 2018-19.

Marketing and Outreach

Description

Raises the profile of ‘Brand Canada’ through international marketing campaigns and tools aimed at foreign investors.

Planning Highlights

To ensure investors are aware of Canada’s economic advantages and value proposition, and see Canada as the premier global investment destination that it is, a strong investment brand along with proactive marketing and promotion are needed.

A new foreign direct investment brand will be created that informs international investors about Canada’s investment advantages and complements the many other existing Canadian brands (e.g. tourism, education, agriculture). This will be done through messaging that resonates with decision makers, dispels misperceptions, and provides an accurate assessment of Canada’s sectoral strengths and economic advantages. The development of the brand will draw on consultations with industry and federal, territorial, provincial and municipal partners to ensure complementarity of campaigns.

The FDI brand will be launched along with a sustained and agile international marketing campaign that supports the corporation’s efforts in better profiling Canada globally as a competitive business location and partner of choice. A social media presence along with an interactive investor oriented website will be launched that will serve as a marketplace and innovative platform to interact with investors.

To introduce Invest in Canada and its services to the world and reach potential clients, focus will be put on enhancing participation in impactful signature events in Canada and internationally. This includes a robust calendar of business events and trade shows, as well as pursuing partnering and promotional opportunities.

Canada’s value proposition

Canada offers investors

- enviable financial, political and economic stability
 - a highly skilled, diverse and well-educated workforce
 - an inviting business climate
 - access to large and growing markets
-

Planned Results (preliminary)

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2014–15 Actual results	2015–16 Actual results	2016–17 Actual results
Foreign investors are aware of Canada as a competitive investment location	TBD	TBD	TBD	Not applicable	Not applicable	Not applicable

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
7,373,945	7,373,945	15,364,919	Not available*

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
13	15	Not available*

* TB approval has been received for financial budgets and human resources (FTEs) for 2017-18 through to 2019-20. Invest in Canada will be seeking ongoing funding during FY 2018-19.

Investor Services

Description

Provides front-end, single-window services to potential and current investors supported by research and business intelligence.

Planning highlights

The competition for foreign direct investment is fierce. G20 countries have all put FDI coordination functions in place, and Canada stands to gain immensely by attracting more FDI in a manner consistent with the government’s emerging growth strategy. The establishment of Invest in Canada to serve as a catalyst, coordinate information and services, and strengthen Canadian FDI efforts, couldn’t be timelier.

With the goal of enhancing Canada’s capacity to compete on the international stage and increase its share of FDI, Invest in Canada will establish a high impact foreign direct investment attraction and client support function. This function will ultimately simplify decision making for potential investors by offering investor support and helping navigate Canada’s investment landscape. It will also deliver world-class aftercare, retention and reinvestment services, with the aim of turning initial investments into expanded investments.

As capacity is built, a single-window investor support service will be developed and offered to simplify decision making for investors, giving them quick and easy access to information they need. This service will leverage the full range of federal programs, and working in step with provincial, territorial and municipal partners, will provide a full suite of investment facilitation and aftercare services. Serving as a catalyst, the corporation will also liaise between investors and partners to facilitate timely decisions that investors count on. A comprehensive understanding of roles and partner strengths, as well as gaps and opportunities to strengthen services, will be acquired so that services being developed offer the most value and are coordinated and complimentary.

Invest in Canada account executives will be equipped with increasingly higher quality business intelligence that will help investors navigate the investment landscape, and help promote Canada’s value proposition. Invest in Canada will work with other federal departments and partners to identify information gaps and develop a long-term data strategy that will find solutions through crosscutting partnerships across government. A key partnership and memorandum of understanding has already been established with Statistics Canada that will, in the short term, provide information to investors related to labour, salary and other areas. This arrangement paves the way for the future development and sharing of other essential data for

Diversifying FDI

Efforts on attracting FDI in sectors that encourage innovation will include advanced manufacturing, agri-food, clean technology, digital industries, health/bio-sciences and clean resources

potential investors, positioning Canada well against competitors in addressing investor informational needs.

Investor Services will take on increasing responsibility for the identification, engagement and coordination of high impact foreign direct investment targets, currently undertaken by Global Affairs Canada's (GAC) Investment and Innovation bureau and other partners. Proactive and strategic investor specific engagement plans, which will guide and track engagement efforts, will be developed for priority targets. Working closely with dedicated Trade Commissioner Service investment officers at GAC, foreign direct investment leads will be identified and managed through a sophisticated client relationship management system. Reflecting the broader progressive trade agenda, investor attraction efforts will ensure objectives related to gender diversity and other factors are considered in its approach. Efforts will also align with Government priorities, including its innovation superclusters initiative and Global Skills Strategy.

There will be an emphasis on Invest in Canada's regional presence in Canada. Decentralization of resources will allow it to work more closely with partners and play a leadership role in the coordination of investor aftercare. Collaboration with partners will focus on services needed to ensure business retention and encourage investor expansion, a significant source (40%) of foreign direct investment.

Planned Results (preliminary)

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2014–15 Actual results	2015–16 Actual results	2016–17 Actual results
Canada as an investment destination stays on the short list of investors	TBD	TBD	TBD	Not applicable*	Not applicable*	Not applicable*
Foreign investors demonstrate interest in Canadian investment locations	TBD	TBD	TBD	Not applicable*	Not applicable*	Not applicable*
Increased performance in turning initial investments into expanded investments	TBD	TBD	TBD	Not applicable*	Not applicable*	Not applicable*

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
4,077,421	4,077,421	6,807,340	Not available*

Human resources (full-time equivalents)

2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
17	30	Not available*

* TB approval has been received for financial budgets and human resources (FTEs) for 2017-18 through to 2019-20. Invest in Canada will be seeking ongoing funding during FY 2018-19.

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: 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

Invest in Canada operates in a highly competitive space. Invest in Canada will be accessible, nimble, high-calibre and capable of rapid response to client needs or to secure new FDI. As a small corporation, to achieve corporate excellence and the highest standards of efficiency and effectiveness, some internal services and IM/IT functions will be provided by other federal organizations through arrangements, and others will require capacity to be built in-house. All internal services will be grounded in sound management practices and aligned with industry and Government of Canada best practices. Building on the work already undertaken to facilitate start-up of the corporation, key plans are as follows.

Human Resources (HR) management: 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. As a separate employer, pay and compensation services will be put in place that are flexible in their offerings and able to attract the talent needed. Priority in 2018 will be on the recruitment of the leadership team as well as other core positions, with an aim to capitalize on Canada's diversity. Arrangements for the provision of HR services will be put in place, and organizational architecture and policies and procedures will be finalized. Business processes and programs for performance management, learning and leadership development will subsequently be established. Once the board of directors have been appointed, support and preparations for the board's inaugural and subsequent meetings will be provided.

Policies, processes and control frameworks: Consistent with the Invest in Canada Act, strong operating policies and effective management control frameworks will be developed to ensure organizational excellence and the highest standard of accountability. Policies, delegation of authorities documents and control frameworks involving the management of the organization's human and financial resources, and values and ethics, will be brought forward for consideration

and approval of the Board of Directors. Development of other policies and procedures will follow e.g. materiel management, audit and evaluation.

Corporate Information Management (IM) / Information Technology (IT) systems: The provision of corporate IM/IT systems will be through arrangements with other government departments. Shared Services Canada will help develop the necessary IM / IT infrastructure to support Invest in Canada. An arrangement will also be put in place with the Canadian Human Rights Commission for Financial Management and IT services.

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 be phased in. These tools will also support internal decision-making regarding potential investors and service investor clients.

Treasury Board (TB) requirements: A Departmental Results Framework will be developed and presented to TB for approval by fall/winter 2018-19, and long-term funding requirements (beyond 3-years) will be identified and presented for approval in spring 2019.

Budgetary financial resources (dollars)

2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
8,565,696	8,565,696	9,928,771	Not available*

Human resources (full-time equivalents)

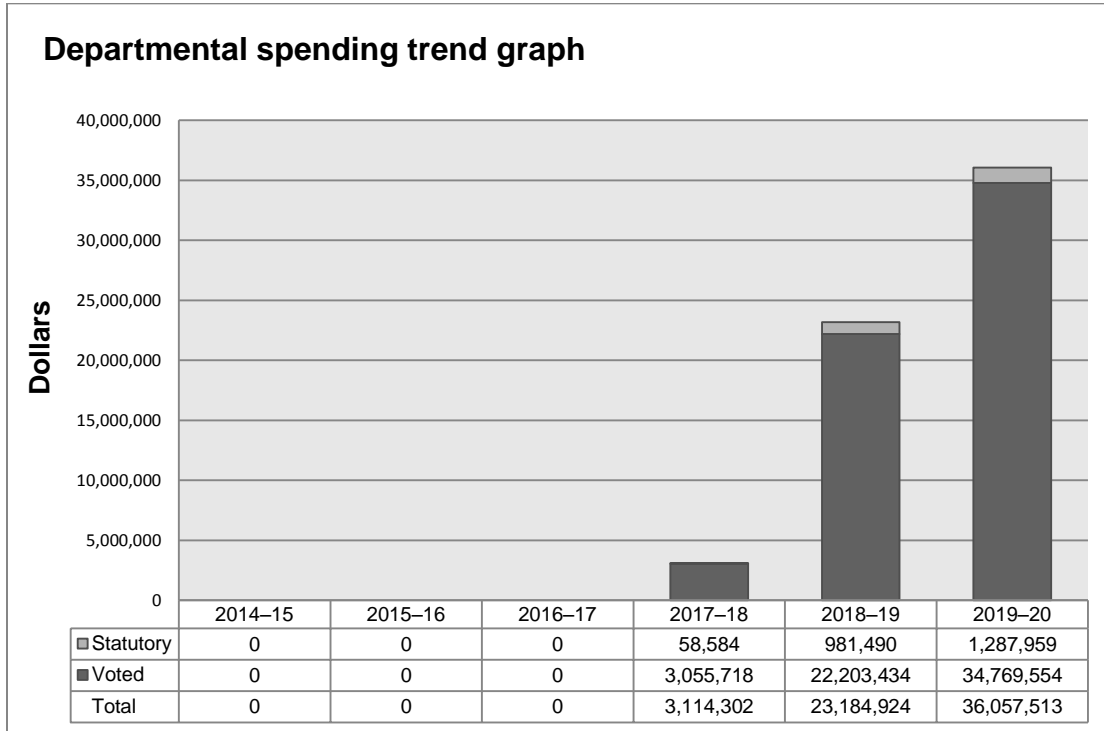
2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents
10	10	Not available*

* TB approval has been received for financial budgets and human resources (FTEs) for 2017-18 through to 2019-20. Invest in Canada will be seeking ongoing funding during FY 2018-19.

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	2015–16 Expenditures	2016–17 Expenditures	2017–18 Forecast spending	2018–19 Main Estimates	2018–19 Planned spending	2019–20 Planned spending	2020–21 Planned spending
Partnership and Strategy Development	Not applicable	Not applicable	552,285	3,167,862	3,167,862	3,956,483	Not available*
Marketing and Outreach	Not applicable	Not applicable	1,348,203	7,373,945	7,373,945	15,364,919	Not available*
Investor Services	Not applicable	Not applicable	35,157	4,077,421	4,077,421	6,807,340	Not available*
Subtotal	Not applicable	Not applicable	1,935,645	14,619,228	14,619,228	26,128,742	Not available*
Internal Services	Not applicable	Not applicable	1,178,657	8,565,696	8,565,696	9,928,771	Not available*
Total	Not applicable	Not applicable	3,114,302	23,184,924	23,184,924	36,057,513	Not available*

* Funding approval has been received for 2017-18 through to 2019-20. Invest in Canada will be seeking ongoing funding during FY 2018-19.

Invest in Canada was formally established on 12 March 2018. The forecast spending for 2017-18 covers a three week period from 12 Mar 2018 to 31 March 2018. The funding levels from 2018-19 and 2019-20 reflect a gradual ramp-up of Invest in Canada.

Planned human resources

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

Core Responsibilities and Internal Services	2015–16 Actual	2016–17 Actual	2017–18 Forecast	2018–19 Planned	2019–20 Planned	2020–21 Planned
Partnership and Strategy Development	Not applicable	Not applicable	0	10	12	*Not available
Marketing and Outreach	Not applicable	Not applicable	0.75	13	15	*Not available
Investor Services	Not applicable	Not applicable	0	17	30	*Not available
Subtotal	Not applicable	Not applicable	0.75	40	57	*Not available
Internal Services	Not applicable	Not applicable	0.25	10	10	*Not available
Total	Not applicable	Not applicable	1	50	67	*Not available

*Funding approval has been received for 2017-18 through to 2019-20

Invest in Canada was formally established on 12 March 2018. The FTE forecast for 2017-18 represents the team in place for a three week period from 12 March 2018 to 31 March 2018. The FTE levels for 2018-19 and 2019-20 reflect a gradual ramp-up of Invest in Canada.

Estimates by vote

For information on Invest in Canada's organizational appropriations, consult the [2018–19 Main Estimates](#)¹.

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 Operations ⁱⁱand 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, 2019 (dollars)

Financial information	2017–18 Forecast results	2018–19 Planned results	Difference (2018–19 Planned results minus 2017–18 Forecast results)
Total expenses	3,114,302	23,184,924	17,186,062
Total revenues	0	0	0
Net cost of operations before government funding and transfers	3,114,302	23,184,924	17,186,062

Supplementary information

Corporate information

Organizational Profile

Minister: The Honourable François Philippe Champagne, P.C., M.P.

Chairperson: Mr. Mitch Garber

Chief Executive Officer: Mr. Ian McKay

Ministerial portfolio: International Trade

Enabling instruments: [Invest in Canada Act](#)ⁱⁱⁱ

Year of incorporation / commencement: 2018

Other: With its main office in downtown Ottawa, Invest in Canada is a departmental corporation, overseen by a board of directors (the board) accountable to the Minister of International Trade. The board is constituted by a minimum of five (5) directors and 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.

The enabling legislation establishing the new Invest in Canada Hub provides the framework and powers of the corporation. 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 corporation. 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 role”^{iv}: who we are and what we do” is available on [Invest in Canada’s website](#).

Operating context and key risks

Information on operating context and key risks ^vis available on [Invest in Canada's website](#).

Reporting framework

Invest in Canada’s preliminary Departmental Results Framework and preliminary Program Inventory of record for 2018–19 are shown below.

Departmental Results Framework

As a new departmental corporation, a departmental results framework will be established and presented for Treasury Board approval in fall / winter 2018-19.

Program Inventory

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: Partnerships
& Strategy
Development

Program: Marketing &
Outreach

Program: Investor
Services

Internal Services

Supporting information on the Program Inventory

Supporting information on planned expenditures, human resources, and results related to Invest in Canada's Program Inventory is available in the GC InfoBase.

Supplementary information tables

The following supplementary information tables^{vi} are available on [Invest in Canada's website](#).

- ▶ Departmental Sustainable Development Strategy
- ▶ Gender-based analysis plus
- ▶ Planned evaluation coverage over the next five fiscal years

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^{vii}. 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

Invest in Canada
234 Laurier Street (Temporary address)
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)¹

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.

1. Under the Policy on Results, the Program Alignment Architecture has been replaced by the Program Inventory.

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

- ⁱ 2018-19 Main Estimates, [Government Expenditure Plan and Main Estimates \(Parts I and II\) - Canada.ca](#)
- ⁱⁱ Future-Oriented Condensed Statement of Operations, [www.investcanada.ca](#)
- ⁱⁱⁱ Invest in Canada Act, [laws-lois.justice.gc.ca/eng/acts/I-21.5/page-1.html](#)
- ^{iv} Raison d'être, mandate, role, [www.investcanada.ca](#)
- ^v Operating Context and Risks, [www.investcanada.ca](#)
- ^{vi} Supplementary Information Tables, [www.investcanada.ca](#)
- ^{vii} Report on Federal Tax Expenditures, [www.fin.gc.ca/purl/taxexp-eng.asp](#)