

# INVEST ALBERTA CORPORATION

2023–2026  
Business Plan



LAST UPDATED AUGUST 3, 2023

<b>OVERVIEW</b>	<b>3</b>
<b>STRUCTURE</b>	<b>8</b>
<b>STRATEGIC CONTEXT</b>	<b>10</b>
<b>STRATEGIC DIRECTION</b>	<b>14</b>
<b>RISK MANAGEMENT</b>	<b>18</b>
<b>BUDGET</b>	<b>19</b>



## OVERVIEW

### OUR PURPOSE

To lead Alberta in becoming one of the most attractive investment destinations in the world. We do this by leveraging deep industry knowledge in key growth sectors to connect investors and entrepreneurs with Alberta opportunities that will build a flourishing economy.

### MANDATE

The Invest Alberta Corporation (Invest Alberta) was created to meet the need for job-creating and economy-diversifying private capital and foreign direct investment (FDI). In a time of heightened global competition for investment, the Government of Alberta developed the *Investment and Growth Strategy* to drive Alberta's economy by creating stability, supporting existing jobs and creating new ones, expanding business opportunities, and increasing provincial exports.

One of the key outcomes of the strategy was to apply the best practices of successful FDI investment promotion agencies, which leads targeted global marketing strategy in key growth sectors and provides concierge service to the most promising investors in those sectors.

Delivering on this outcome, the Government of Alberta created Invest Alberta through legislation in July 2020 with the mandate to:

- **Promote investment in Alberta**, with a focus on high-value or high-impact investment,
- **Identify and pursue investment in Alberta**, with a focus on high-value or high-impact investment, and
- **Deliver and facilitate seamless and responsive investment attraction services** that are targeted and customized for investors and that make the investment decision-making process as informed as possible for those investors.

The legislation also defined the nature of sought-after investments for Invest Alberta to target:

- **High value:** investments that are expected to outperform incremental economic GDP growth over time.
- **High impact:** investments that are expected to support significant job creation or economic growth in Alberta.

This mandate enables Invest Alberta to lead a coordinated and strategic investment attraction approach across sectors and across government. We proactively work with private and public stakeholders to identify and attract job-creating investment that will be catalysts for change and long-term economic diversification.

We are governed by a government-appointed board and work with the President of Executive Council. Our activities are funded through the Ministry from a budget approved by the Legislative Assembly.

Our efforts are focused on sectors that have been fundamental to Alberta's long-term competitive advantage (energy and agriculture), as well as sectors with high intrinsic growth rates and strong Alberta investment advantages (financial & business services; aviation & transport logistics; technology; life sciences; and infrastructure). These sectors are aligned with the Government of Alberta's *Alberta Recovery Plan and Investment and Growth Strategy*.

Invest Alberta's international teams are strategically located based on research to raise Alberta's profile, bring new jobs to the province, build commercial relations in key global markets, attract new companies, organize investor visits to Alberta, and offer coordinated connections to government, private sector, and economic development partners. Invest Alberta considers both qualitative (presence of clusters, pre-existing relationships, etc.) and quantitative factors (flow of outgoing FDI, market size, etc.) in determining which markets are priorities for business development.

Invest Alberta currently has presences in:

- USA
- Netherlands
- UK
- Japan
- China
- Germany
- India
- Hong Kong
- Singapore
- South Korea

We also regularly assess market research, the international investment ecosystem and the shifting geopolitics to ensure that we are making evidence-based decisions to strategically place in-market presence in areas with the highest potential for Alberta.

While the competitive environment for investment and trade has grown tougher, Alberta continues to have tremendous structural and policy advantages. These include a young and educated workforce, political and economic stability, attractive lifestyle, access to key markets, and a low cost of doing business (e.g. low taxes and streamlined regulatory systems). As such, Alberta is primed for global investments and Invest Alberta is ready to lead the efforts to attract investment and showcase the vast opportunities available in our province with the world.

## OPERATING PRIORITIES

Invest Alberta has been tasked with supporting the transformation of Alberta's economy, and in order to deliver on our mandate we are focused on three key elements:

# Capacity

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# Capability

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# Core Offerings

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## CAPACITY

In order to handle the volume of opportunities that would support job creation and economic growth in Alberta, Invest Alberta is focused on continuously building out our capacity. One of the ways we will achieve this is through continuing to embracing technology. We have implemented an organization-wide Customer Relationship Manager (CRM) system and tools that enables the team to collaborate and focus their efforts on delivering meaningful results for Albertans.

We are also attracting, motivating, and retaining a team of professionals who are committed to the success of Invest Alberta and the province. Our managing directors lead specific regions and have built out a team of Investment Advisors to attract investment to Alberta. Their work includes furthering our ability to serve international markets that are designated priorities for investment and, ultimately, increase our capacity to support job-creating investment deals.

To support these deals and initiate new investment attraction initiatives, we are building out a team of sector leads. This team consists of experts from their industries with deep connections combined with academic and professional experience who understand what our clients need and can resolve barriers to investment. With our international and domestic staff, we are bringing together a diverse range of people with different backgrounds, experience, knowledge and skills. Through this diversity and by leveraging the experience and networks of professional firms (e.g., commercial real estate, advisory, legal) we are creating the capacity to deliver the services our clients need to invest and do business in Alberta.

## CAPABILITY

Invest Alberta is building an industry leading end-to-end process for investment attraction – from lead generation to final investment decision. Our skills, abilities, and expertise in this area will largely be the outcome of investments in staffing, training, and communication.

One of Invest Alberta's greatest advantages is our ability to react, adapt, and execute far faster and better than our competitors. We are building out our capability to recognize opportunities and act quickly; whether it is to enter new markets, provide investors with the information and services they require, or implement new business processes.

We have also structured the organization and placed significant emphasis on working across the Corporation to ensure both efficiency and leverage. This collaboration is needed to gain efficiencies of operation through means such as pooling of services and technologies, and the sharing of ideas and talent.

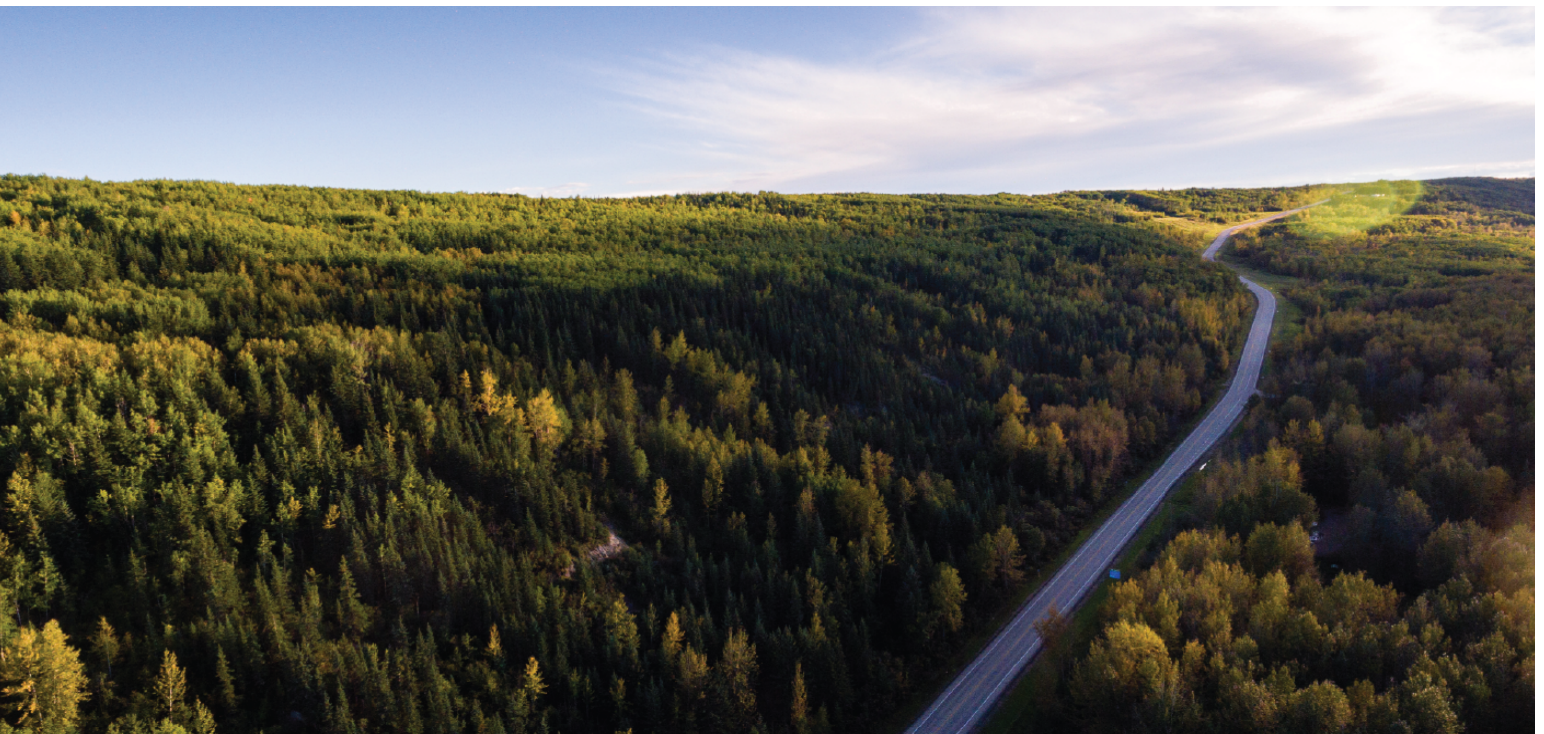
## CORE OFFERINGS

Investors and businesses often have multiple options of where to put their time, energy, and capital. Developing core offerings tailored to the needs of our clients helps Alberta stand out and improves the likelihood investors and business will choose to put their resources in this great province. Ensuring that Alberta's main selling points, including a strong

and smart workforce; innovative work in diverse industries; strategic access & connectivity; being the land of opportunity; and our strong ESG values, are championed with and known by our clients is key.

Our offerings are tailored to the needs of our clients with the goal of attracting job creating investments and trade deals. These services include providing market intelligence to help inform business cases, connecting investors and businesses with Alberta's skilled and talented workforce, introducing investors to partners and government, connecting businesses with programs and incentives, helping investor communications and brand building, and supporting site visits and site selection. Our role is making sure Alberta's key features are widely known and our value understood.

To develop and consistently improve our offerings, Invest Alberta will continue to conduct thorough research and work with stakeholders. We work closely with our government partners and an international network of Investment Advisors to help investors and businesses expand into Alberta.



Invest Alberta's operating priorities reflect the imperatives of prudent use of public funds capital, focus, analytic rigour, scalability, and continuous improvement. Focus is essential to create competitive advantages and generate faster decisions to for investors and businesses to invest, expand, and create jobs in Alberta.



## Vision

Build on Alberta's strengths and competitive advantages to create and win opportunities that make Alberta's economy the most dynamic in North America.



## Mission

Through its international network, and supported by deep sector expertise, Invest Alberta works collaboratively with partners to provide tailored support to companies, investors, and potential new prospects that attract significant investments and job creating economic activity across Alberta.



## Values

Invest Alberta has core values that reflect and shape our behaviours and organizational culture. These values influence our productivity, creativity, and drive us to deliver on our mandate to attract high-value, high-impact investment into the province.

- Innovation/Creativity
- Balance
- Reward Risk-taking "Just do it"
- Individual Responsibility
- We Win as a Team
- Speed, Accuracy, and Responsiveness
- Continuous Learning
- Open and Ongoing Communication
- Embracing Change

# STRUCTURE



## GOVERNANCE

Invest Alberta's Board of Directors (Board) provides governance and oversight to Invest Alberta in accordance with its roles as defined in the *Alberta Investment Attraction Act*. The Board members are also prominent champions of the province and promote Alberta as an investment destination to investors and the business community.

The Board consists of up to eleven independent members appointed by the Lieutenant Governor in Council, and the Deputy Minister of Executive Council as an observer. From amongst the members, the Lieutenant Governor in Council designates a Chair and another as Vice-Chair of the Board.

The Board develops and maintains a *Mandate and Roles* document in collaboration with the President of Executive Council, in accordance with the *Alberta Public Agencies Governance Act (APAGA)*. Invest Alberta follows all relevant Government of Alberta practices related to compensation for Board members of provincial agencies, boards, and commissions. Biographies of the Board members are available online at [investalberta.ca](http://investalberta.ca).



### **CHIEF EXECUTIVE OFFICER**

Reporting to the Invest Alberta Board, the Chief Executive Officer (CEO) oversees all business operations and leads the ideation, planning, and implementation of business strategies. The CEO regularly meets with C-suite investors, business leaders, and senior government officials in order to identify, attract, and finalize investment decisions. As an essential part of Invest Alberta's stakeholder relations, the CEO also engages with partners to share information, ensure that Alberta's propositions support investment initiatives, and strengthen connections. Within the Office of the Chief Executive Officer, are the planning, reporting, and governance elements for Invest Alberta.

### **CHIEF OPERATING OFFICER**

The Chief Operating Officer (COO) leads the investment attraction and investor services teams. They are focused on building relationships in key markets with investors, pitch management, hosting events and prospective investors, and client responsiveness. These teams work with internal and external partners to identify and contact prospective investors and offer pre- and post-investment services. Invest Alberta is building a best-in-class approach to attracting investment and promoting Alberta's value proposition globally through a client-focused, end-to-end, and collaborative process with municipal and regional partners.

### **CHIEF FINANCIAL OFFICER**

The Chief Financial Officer (CFO) leads the operational aspects of Invest Alberta, including finance, IT, legal, and operations (domestic and international), procurement and contracts, and general administration work for all staff.

Working in conjunction with all other Business Units, the CFO maintains active controllership and administrative support function by ensuring that financial and administrative processes and policies are aligned to operational requirements while maintaining strong fiscal stewardship.

The division's key role of strategic development, implementation, monitoring and reporting of Invest Alberta's annual budget is critical to the successful performance of Invest Alberta as a whole.

### **CHIEF CORPORATE DEVELOPMENT OFFICER**

The Chief Corporate Development Officer (CDO) leads strategic efforts to achieve corporate goals by developing internal and external relationships and building strong teams across the organization. The CDO is responsible for several corporate priorities, including board and government relations, developing research-based innovation strategies, communications and marketing activities, and implementing a global partnerships strategy. In addition to these responsibilities, the CDO leads the development of Invest Alberta's people and culture, ensuring the organization fosters a supportive performance-driven culture.

The stakeholder external relations team coordinates the Invest Alberta outreach efforts with key stakeholders, including federal, provincial, municipal, regional, and partner agencies, and Indigenous communities, ensuring a unified approach to external engagement.

The marketing team is responsible for the development and promotion of a compelling brand for Alberta, content creation, and campaigns that focus on lead generation.

The communications team promotes the deals and activities of Invest Alberta so that Albertans, and the rest of the world, know about the exciting developments and progress being made in the province.

The investor experience team will focus on creating a seamless, productive and memorable experience for investors visiting Alberta. Ultimately, the Investor Services Division will help bring in clients, work with stakeholders to share information, and support a professional and collaborative investor experience in Alberta.



## STRATEGIC CONTEXT

Invest Alberta maintains ongoing communication with the Government of Alberta to align with provincial strategic priorities. As the province's investment promotion agency that operates in targeted markets around the world, the state of global affairs has significant impacts on how we do business and the goals we set to deliver on our mandate of investment attraction and trade support. The following are highlights of key elements that influence Invest Alberta's work and approach to delivering on its mandate.

### GLOBAL ENVIRONMENT

Global foreign direct investment flows have returned to pre-pandemic levels as of the end of 2022. Despite experiencing a significant drop in FDI for the years leading up to and during the pandemic, Alberta is following global trends as FDI in 2022 surpassed FDI levels in 2019. At the same time, competition for FDI is getting more intense, as evidenced by the *Inflation Reduction Act* in the US and similar investment attraction policies by other countries. The 2023 Federal Budget responded to its counterparts and will strengthen Alberta's ability to compete for the global investments needed to build a clean economy.

Even with this recovery, Invest Alberta expects strong competition as jurisdictions around the world are competing for deals, the economy continues to recover from the pandemic, investor preferences shift, and jurisdictions offer more to attract investors. With this increased competition, investors and companies looking at investing often expect high

end-to-end concierge services, which Invest Alberta has established and is committed to deliver.

The ongoing shakeup of global markets due to the pandemic also provides new opportunities for innovative and agile businesses in sectors such as energy, transport & logistics, and professional services. Alberta is also well-positioned to provide food and energy security following global instability from shifting geopolitics. One of Invest Alberta's greatest advantages will be its ability to react, adapt, and execute far faster and better than our competitors so that Alberta can benefit from these new opportunities.

### **ALBERTA INVESTMENT LANDSCAPE**

Historically, Alberta has been successful in attracting international investment. However, due to volatility in energy prices and the pandemic, Alberta's share of FDI has declined markedly from 2014 through to 2020. Invest Alberta is leading the reversal of this decline, by attracting job-creating investments and attracting multi-billion dollar investments.

Alberta benefits from the many features that make Canada a successful attractor to FDI such as a stable political and macro-economic profile, the presence of top talent, strong levels of post-secondary educational attainment, and North American market access. In addition, our province offers a diverse set of opportunities for domestic and international investors; from multibillion-dollar investments in Alberta's hydrogen sector to world-scale renewable energy projects, and from new food and forestry value-added opportunities to the latest in fintech and financial services offerings. Invest Alberta is building out a team to promote Alberta and identify and attract job-creating investment in key sectors that will help reverse the decline in investments that Alberta has faced over the past few years.

### **KEY SECTORS**

Invest Alberta's efforts are focused on sectors that have been fundamental to Alberta's long-term competitive advantage. This includes energy and agribusiness - two established sectors that are part

of Alberta's long-term competitive advantage in global markets. Within energy - the largest sector in Alberta's economy - the markets are well-aligned to meet and facilitate investment. In this industry, there are opportunities to further advance projects in a variety of areas, including petrochemical; Carbon, Capture, Utilization and Storage (CCUS); hydrogen; and new sources of energy such as small modular nuclear reactors. Within agribusiness, Alberta is one of Canada's most productive agricultural economies, with arable lands, an abundance of sunshine, global connectivity and extensive irrigation networks. There is incredible opportunity to create new food products, diversify the agricultural economy, and create more wealth and jobs in the value-added processing sector

Invest Alberta's other focus areas are sectors that are powerful growth engines for Alberta in their own right, but also enable all other businesses. These sectors have high intrinsic growth rates and competitive advantages for Alberta, including technology; financial & business services; aviation & transport logistics; life sciences; and infrastructure. Leveraging Alberta's established and growing advantages in these sectors (e.g., entrepreneur-driven companies; top post-secondary research and development; and a major artificial intelligence hub) Invest Alberta will drive investment and business into the province.

### **PRIORITY MARKETS**

Invest Alberta's efforts are focused on regions that have historically invested into the province and those with the potential to make investments that enable us to deliver on our mandate. This results in a focus on investment from countries yielding high GDP including the United States, United Kingdom, China, India, Germany, Japan, South Korea, and Singapore, while also leveraging our presence in strategic and emerging economies such as the Gulf countries and Southeast Asia. Having offices located in these areas is one of the ways that Invest Alberta is supporting Alberta in becoming one of the most attractive investment destinations in the world by sourcing and maintaining a qualified active funnel of investment opportunities and delivering a premium end-to-end investor experience.

## STRATEGIC PARTNERSHIPS

Investment attraction into Alberta is a team effort involving both the public sector and private industry. While Invest Alberta is leading the development of propositions to investors on the opportunities and advantages of investing in Alberta, it requires ongoing and strong relationships with government, economic development, and private sector partners to ensure that Alberta's propositions support investment initiatives.

As a public agency governed by a board of directors, there is strategic cooperation and collaboration between the Invest Alberta and Government of Alberta departments. We also collaborate and interact with other Government of Alberta public agencies (including the Alberta Enterprise Corporation, Alberta Innovates, the Alberta Indigenous Opportunities Corporation, and Travel Alberta) as well as leveraging our strong ties with Alberta businesses and organizations to support strategic opportunities that require cooperation between multiple parties to succeed.

Invest Alberta will continue to build strong connections with stakeholders to be recognized as a reliable and trusted source. This includes a focus on working with rural and municipal stakeholders, including Alberta's Regional Economic Development Alliances (REDAs), Edmonton Global, Calgary Economic Development and other economic development agencies to attract investment projects and build collaborative networks with stakeholders across Alberta.

## ENVIRONMENTAL, SOCIAL, GOVERNANCE (ESG)

ESG principles are increasingly tied to investment and business decisions. This is a reality for the energy sector and many other key sectors for Invest Alberta, including agriculture, finance, and manufacturing.

A focus on ESG is essential to sustaining current investment and securing new investment opportunities for Alberta. Invest Alberta is building a comprehensive set of statements about Alberta's impacts across eight ESG categories climate, water, ecosystems, materials & waste, pollutants, rights & well-being at work, rights & resilience in communities, and governance & ethics), along with regulations in place to mitigate such impacts.

These statements will help Invest Alberta understand the province's ESG impacts and controls, making use of publicly available information, to credibly inform discussions with investors.

Invest Alberta's team of investment business development experts will engage potential investors and global capital markets on these statements and collaborate with industries (including public and private stakeholders) on Alberta's ESG actions and commitments. This provides investors with the confidence and the data they need to secure and grow their investments in Alberta.

Alberta is well-positioned on the environmental, social, and governance factors that investors and businesses are looking at. With leading industry expertise and innovation, investments into Alberta's economy will spur new industries and ecosystems while demonstrating our commitment to leading the global low-carbon transformation and helping many companies meet their lower emissions goals.

Our team at Invest Alberta, in partnership with the Alberta Indigenous Opportunities Corporation and Indigenous leaders, is supporting investors and businesses in working with Indigenous communities across the province, increasing inclusivity opportunities through partnerships and engagement.

Alberta's leadership on governance is reflected through a commitment to transparency and accountability. For Invest Alberta, ESG is a critical pathway to sustain and grow high-impact, high-value investment into the province, putting Albertans back to work and creating new opportunities for the future.

## CLIENT EXPERIENCE

The competition for investment is fierce, and successful investment attraction often requires a unique and tailored approach that highlights the benefits of doing business in Alberta. To help win the opportunities, it is our goal for our investor and business leader clients to experience the best the province has to offer through investor visits to Alberta. With connections into industry, government, and other partners, Invest Alberta is able to provide our clients with offerings such as services, custom

information, and a local network. Our aim is to provide high-quality tailored services to investors and business decision-makers so that they invest into the province and turn into advocates for Alberta.

## **CULTURE**

Invest Alberta's culture is interconnected with many factors that drive our success. With staff located around the world, it is imperative that we build and maintain a healthy culture that focuses our energy on a shared purpose and fosters a capacity to thrive. We are building the team, structuring the organization, and cultivating Invest Alberta staff to be more accountable, driving cohesiveness, and eliminating silos. Nurturing and evolving this culture in alignment with our strategic objectives is essential to realizing the outcomes of this plan and our mandate.

## **DIVERSITY, EQUITY, INCLUSION AND ACCESSIBILITY**

At Invest Alberta, we are building a culture of diversity, equity, inclusion, and accessibility. We know diversity and inclusion drive innovation and that a diverse workforce gives us a competitive advantage to deliver on our goal of attracting foreign investment. We are creating a workplace where everyone feels valued, respected, and supported.

We are committed to recruiting and retaining a diverse workforce, and having a variety of perspectives and experiences makes us stronger as a team.

As a team, we are working to ensure that our policies and practices promote equity and fairness. We regularly review and update our HR policies to ensure they are inclusive and equitable. We are creating an inclusive workplace that not only benefits our team but also leads to better business outcomes. By embracing diversity and promoting equity, inclusion, and accessibility, we can better serve our customers and communities and positively impact the world.

Managing with diversity front of mind, Invest Alberta will monitor and eliminate discriminatory policies and practices, remove employment barriers when they are identified, and promote business growth and success through the full utilization of the talents of all our team.



## STRATEGIC DIRECTION

### OUTCOMES

The three outcomes in the *2023-2026 Business Plan* support Invest Alberta's Strategic Plan and are directly connected to the strategic goals. Outcomes 1 and 3 are linked to the first strategic goal – Define Business Development Strategy (Investment and Trade), while Outcome 2 drives the plan's second strategic goal – Optimize Stakeholder/Partner Ecosystem.

Invest Alberta undertook an in-depth strategic planning process that set the foundation for a business plan framework and provided the focus for this plan. The resulting Strategic Plan has four goals: Define Business Development Strategy (Investment and Trade); Optimize Stakeholder/Partner Ecosystem; Strengthen the Invest Alberta Organization; and Foster Culture and Best Practice Leadership Approaches.

These strategic goals build to the overarching goals of:

- **By 2026**, our sector-specific investor-attraction approach, customized to specific markets, will have enabled Invest Alberta to contribute significantly to Alberta's economic success, supporting the creation of over 5,000 jobs annually by fostering 1,000 active investment opportunities.
- **In 2023**, we aim to have 500 active opportunities, leading to an incremental increase of 4,000 permanent jobs.
- **In 2022**, we had 375 active investment opportunities, creating 5,256 jobs

## OUTCOME 1

### WHAT WE WANT TO ACHIEVE

Alberta is a top destination of choice for investment.

The primary purpose of Invest Alberta is to support Alberta in becoming one of the most attractive investment destinations in the world. We actively identify potential investors and entrepreneurs and provide them with tailored support to attract their business to Alberta.

Invest Alberta intends to be Alberta's front line when it comes to working with investors and businesses. We will engage directly with partners to ensure Alberta is primed for global investments that create sustainable and high-quality jobs for Albertans across the province.

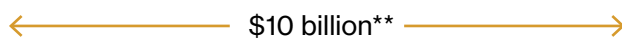
The investments Invest Alberta supports includes both greenfield (e.g. investment in a manufacturing plant or sales office in a location where no previous activities existed) and expansions (expansion of an existing facility in Alberta).

### INITIATIVES TO SUPPORT KEY OBJECTIVES:

To make Alberta a top choice for investment, Invest Alberta is targeting and supporting potential clients for the Investment and Growth Fund; creating investment strategies that are prioritized by sector and geography; leading market intelligence that supports investors and companies in doing business in Alberta; and developing a full suite of cost-effective concierge tools and services to support client and stakeholder needs.

### KEY OBJECTIVES:

- 1.1 Develop and consistently improve a suite of services available to investors and investment attraction partners to attract and expand investment into Alberta.
- 1.2 Partner with government, federal, municipal, and regional partners to make Alberta the most attractive place in North America for businesses wanting to expand and hire.
- 1.3 Identify and pursue new clients through our Investment Advisors and provide them with the information and support they require in order to bring first-time investment into Alberta.

Performance Metrics	Actuals 2022-23*	Target 2023-24	Target 2024-25	Target 2025-26
Annual number of jobs created through Invest Alberta's support as reported by clients	5,256	4,000	4,500	5,000
Committed investment into Alberta facilitated by Invest Alberta as reported by clients	\$682 million			

\*Current as of March 31, 2023

\*\*Note: Due to the long horizon for large capital projects, this performance metric is measured cumulatively over a 3-year period.

## OUTCOME 2

### WHAT WE WANT TO ACHIEVE

Investors have a professional and collaborative investment and business experience in Alberta.

Having a client come to Alberta can be a significant step in the final investment decision and effectively showcasing what Alberta has to offer can help finalize the opportunity. These investor visits are a visit by a current or potential investor to the province in order to advance an investment project such as by shortlisting the regions or municipalities the company is interested in. Client visits provide a significant opportunity to advance investment decisions.

In order to provide a professional and collaborative investment experience, we are dedicating resources to being an expert stakeholder manager. It is imperative that Alberta's regions and municipalities are well positioned and supported to close deals by providing a competitive product through exceptional service.

### KEY OBJECTIVES:

- 2.1** Lead tailored investor visits to Alberta that connect investors with local partners and business networks.
- 2.2** Enhance partnerships with federal, regional, and municipal partners to promote the advantages of investing and doing business in Alberta and collaborate on attracting investment and business into the province.
- 2.3** Focus Invest Alberta's international presence so that we can engage and support investors in market to attract investment into Alberta and ensure our stakeholders have increased access to Invest Alberta's international assets.

### INITIATIVES TO SUPPORT KEY OBJECTIVES:

To deliver a professional and collaborative investment and business experience, Invest Alberta is leading investor visits; developing our presence in key investment markets; implementing an international services charter that captures the mandate of investment attraction while maintaining support to Government of Alberta trade and advocacy objectives; and actively engaging with municipal, regional, and federal partners on projects to ensure a world-class experience throughout the investor journey.

Performance Metrics	Actuals 2022-23*	Target 2023-24	Target 2024-25	Target 2025-26
Investor visits led by Invest Alberta	52	30	40	50
Annual referrals to investment attraction partners	69	100	125	150
Annual partner satisfaction survey	76%	85%	85%	85%

\*Current as of March 31, 2023



### OUTCOME 3

#### WHAT WE WANT TO ACHIEVE

Lead generation through a focused marketing strategy.

Invest Alberta is an investment promotion agency positioned to effectively reach investors, corporate executives and entrepreneurs who can deliver high-value, high-impact capital, talent, intellectual property, and momentum in targeted sectors. Clients operating in our key sectors will be targeted through marketing initiatives and directly by our staff throughout the world in order to generate leads that are likely to turn into investment and trade deals for Alberta.

We support our clients and potential clients and provide certainty around all aspects of investing and operating a business in Alberta. This is achieved through the provision of support and information.

#### KEY OBJECTIVES:

- 3.1** Create and execute unique, targeted marketing campaigns showcasing Alberta’s advantages as one of the most attractive investment destinations in the world for a targeted set of sectors in order to generate leads.
- 3.2** Maintain an active funnel of investment opportunities that will create and maintain jobs and capital investment across Alberta.
- 3.3** Market Alberta as a key investment destination through brand development, identifying and influencing investors with impactful messaging while providing intelligence on Alberta’s sectoral strengths and economic advantages so that investors and businesses are aware of the opportunities in Alberta and its economic diversity.
- 3.4** Position and amplify Alberta’s ESG leadership in energy, agriculture, water management, and next generation technologies and innovations to support the attraction of investment in the companies and communities that are decarbonizing Alberta’s economy while creating jobs and economic opportunities.

#### INITIATIVES TO SUPPORT KEY OBJECTIVES:

To achieve the key objectives, Invest Alberta plans on launching international advertising campaigns, promoting the new [investalberta.ca](http://investalberta.ca) and [albertaesg.ca](http://albertaesg.ca) websites, creating promotional videos, developing sector fact sheets, and supporting our partners in the marketing of investment and business opportunities in Alberta.

Performance Metrics	Actuals 2022-23*	Target 2023-24	Target 2024-25	Target 2025-26
Leads generated by marketing campaigns	TBD	45	60	75
Number of active investment opportunities	448	500	750	1,000

\*Current as of March 31, 2023



## RISK MANAGEMENT

To increase the likelihood of achieving its outcomes, Invest Alberta must consider and manage strategic risks. As such, we have developed and implemented an enterprise risk management (ERM) program designed to support the achievement of strategic goals and objectives. These risks take into account the continued global investment and trade impacts of the COVID-19 pandemic, inflation and shifting geopolitics. Invest Alberta is consistently identifying, assessing, and effectively managing risks as they arise. The framework is reviewed quarterly by Invest Alberta's Audit and Finance committee and annually by the board to identify and manage risks faced by the Corporation. The risks are categorized as Strategic, Operational, and Reputational risks and mitigation strategies developed for each of them. By integrating our ERM program into our planning process, we have a better understanding of current risk management capabilities, resources and processes to support the achievement of strategic objectives and continue to deliver on our priorities.

# BUDGET

	Year 1 Budget 2023-24	Year 2 Target 2024-25	Year 3 Target 2025-26
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All values in (000's)

## REVENUES

Government Transfer from President of Executive Council	17,372	17,385	17,385
<b>Total Revenues</b>	<b>17,372</b>	<b>17,385</b>	<b>17,385</b>

## EXPENSES

Business Development - Canada	3,034	3,034	3,034
Business Development - International	3,994	4,008	4,008
Investor Services	1,036	1,036	1,036
Marketing & Communication	2,835	2,835	2,835
Corporate Development	1,613	1,613	1,613
Finance & Administration	4,859	4,859	4,859
<b>Total Expenses</b>	<b>17,372</b>	<b>17,385</b>	<b>17,385</b>

**(DEFICIENCY) EXCESS OF REVENUES OVER  
EXPENSES BEFORE OTHER ITEMS**

- - -