



INVEST ALBERTA CORPORATION

**2025 – 2028
BUSINESS PLAN**

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OVERVIEW

OUR PURPOSE

To position Alberta as a premier global investment destination by facilitating connections between the private sector and local investment opportunities to drive economic growth and sustainable development.

MANDATE

The Invest Alberta Corporation was created to address the growing need for job creation and economic diversification by attracting high-impact, high-value private capital and foreign direct investment (FDI). In a time of heightened global competition for investment, the Government of Alberta developed the Investment & Growth Strategy. This strategy aims to drive Alberta's economy by creating stability, supporting job creation, expanding business opportunities, accelerating innovation, and increasing global exports.

The strategy identified improving Alberta’s investment attraction ecosystem as a core objective. To realize this goal, the Government of Alberta enacted legislation in July 2020, with a clear mandate:

- **Promote investment in Alberta:** Our primary focus is to encourage high-value and high-impact investment in Alberta.
- **Identify and pursue investment in Alberta:** We actively seek out and pursue investment opportunities within the province and attract international capital, prioritizing those with the potential for significant economic impact.
- **Deliver and facilitate seamless and responsive investment attraction services:** We aim to equip investors with the information they need to make well-informed decisions, ensuring a smooth and productive decision-making process.

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 create significant job opportunities and contribute to economic growth in Alberta.

This mandate enables Invest Alberta to lead a coordinated and strategic investment attraction approach across various sectors. We actively work with private and public stakeholders to identify and attract investments that have the potential to stimulate job creation and drive long-term economic diversification.

Our efforts are focused on sectors that have traditionally underpinned Alberta’s long-term competitive advantage, such as energy and agriculture. Additionally, we target sectors with inherent growth prospects and strong investment appeal in Alberta, including financial and business services, aviation and transport logistics, technology, life sciences, infrastructure and tourism.

We offer coordinated access to government, private sector and our ecosystem partners. When determining our international presence, we consider the presence of clusters, pre-existing relationships, flow of outgoing FDI and market size. We regularly assess the international investment ecosystem and shifting geopolitics to make evidence-based decisions. Invest Alberta currently has a presence in the following priority markets:

- Canada
- China
- France
- Germany
- Hong Kong
- India
- Japan
- Netherlands
- Singapore
- South Korea
- Spain
- United Kingdom
- United States

Despite the intensifying competition in the investment landscape, Alberta retains several structural and policy advantages. These include a young and educated workforce, political and economic stability, an appealing lifestyle, access to key markets and a business-friendly environment characterized by low taxes and streamlined regulatory systems. These factors position Alberta as a prime destination for global investment, and Invest Alberta is leading efforts in attracting investment and showcasing the vast opportunities available in our province to the world.



CORE OFFERINGS AND SERVICES

Invest Alberta's growth strategy aims to attract high-value, high-impact investment to provide long-term economic value to Albertans. To support this strategy and to differentiate ourselves in the economic development ecosystem as a true concierge for the province, Invest Alberta offers carefully customized services to meet client needs, as listed below. These services may be provided at one or multiple stages of the investor journey. The following graphic illustrates how Invest Alberta delivers end-to-end client solutions along that journey.

1. PROSPECT	2. LEAD	3. CONSIDERATION	4. DECISION	5. WON – FID	6. WON – Aftercare
Promoting Alberta as an investment destination to potential leads.	Explicit interest to learn about Alberta.	Continued conversations and opportunity nurturing.	Client has clarity on nature and scope of proposed operations and has engaged in consultations and applications to secure necessary approvals.	Positive final investment decision has been made.	Project is operational and aftercare plan is in place.
Gauging initial interest from companies before deeper engagement.	Company background validated but limited project details known.	Tailored information provided to client, pitch built, networks opened to clients.		Announcement has been made.	Determine future opportunities.
			Client is in the process of evaluating sites, renting or buying space, speaking to talent recruiters.		Ongoing relationship management and support.

Invest Alberta attracts investors through its marketing initiatives to position Alberta as a leading investment destination. These initiatives include:

- **International advertising campaigns** to showcase Alberta's advantage and attract investors and businesses from around the world.
- Promotion of **investalberta.ca** as a valuable resource for investors.
- **Promotional videos** to engage and inform potential investors and businesses about the opportunities in Alberta.
- **Sector fact sheets** to provide targeted information about investment opportunities in key sectors.
- **Collaboration with partners** in marketing investment and business opportunities in Alberta to amplify the province's appeal and reach a broader audience.

We connect these initiatives with:

- **Organizing investor visits** by creating a seamless and tailored program that meets investor needs.
- **Providing evidence-based research and market intelligence** to inform business cases, offer insights and data to facilitate successful operations in Alberta.
- **Hosting annual flagship events** to create a space for leaders, investors, experts, and innovators to discuss the drivers and barriers of economic growth and advance potential investment opportunities in the province.
- **Facilitating connections** between investors, businesses and Alberta's skilled workforce.
- **Introducing investors** to strategic partners and government entities.
- **Connecting businesses** with relevant provincial and federal programs and incentives.
- **Assisting with investor communications** and brand development.
- **Supporting site visits** and assisting with site selection.
- **Checking in with investors** semi-annually after reaching the WON-Aftercare stage of the project, to maintain relationships and cultivate connections with associated suppliers.

GUIDING PRINCIPLES

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

Leveraging its international network and deep sector expertise, Invest Alberta collaborates with strategic partners to deliver tailored support to companies, investors, and prospective stakeholders to attract significant investments and foster job creating economic activity across Alberta.

Values

- **Accountable.** We are accountable to each other, the President of Executive Council (Premier), our Board, and the Government of Alberta. We are transparent with our decisions, actions, and processes, deliver on our commitments, and are prudent in our use of resources.
- **Solution-minded.** We use creativity, ingenuity and smart risk-taking to meet the needs of our clients. Our approaches are hallmarked by listening to understand, learning by trying innovative approaches, using evidence to drive decisions, and remaining flexible and agile.
- **Collaborative.** We believe in achieving victories as a team – one that recognizes, values and leverages the unique talents of its members. We collaborate with our partner organizations. With a mutual commitment to our mission, we share information, invite different perspectives, make space for debate, and work proactively.
- **Trustworthy.** Our approaches and relationships are shown through openness, honesty, reliability, clarity, and dedication to high performance. We empower, support, and encourage our team members, and are transparent with clients regarding our processes, abilities, and expectations.
- **Inclusive.** We engage, welcome and value a diverse range of people and communities, always striving to understand their viewpoints and interests so we can better meet their needs. At all times, our approaches are characterized by respect and professionalism.

WORKPLACE CULTURE

To thrive as an organization, Invest Alberta not only attracts the best talent and earns the trust and dedication of its employees, but also enhances our ability to connect with a diverse range of clients. Our approach at Invest Alberta is rooted in fostering a proactive and vibrant culture that prioritizes diversity, equity, inclusion and accessibility, guiding us towards success.

CULTURE

At Invest Alberta, our culture is deeply intertwined with numerous factors contributing to the success of our globally dispersed team. We foster a vibrant culture that unites our collective efforts toward our shared purpose. As we build our team, structure our organization and engage with investors and staff, continuing to promote collaboration and cohesion remain priorities. Nurturing and evolving our culture in alignment with our strategic objectives and values, is vital to achieving the outcomes outlined in this plan and fulfilling our mandate.

DIVERSITY, EQUITY, INCLUSION AND ACCESSIBILITY

We are building a culture that champions diversity, equity, inclusion and accessibility. We recognize that embracing these values not only fuels innovation but also provides us with a competitive edge in our mission to attract foreign investment. In our workplace, we are dedicated to ensuring that every individual feels valued, respected and supported.

Our commitment extends to recruiting and retaining a diverse workforce across the world, as we firmly believe that a wide array of perspectives and experiences strengthens our team.

With a strong focus on diversity, Invest Alberta is dedicated to removing employment barriers and embracing a wide range of talent within our team to foster business growth and success.

As a cohesive unit, we are diligently working to establish policies and practices that promote equity and fairness. Regular review and updates to our HR policies are carried out to guarantee their inclusivity and equity. 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 clients and communities and positively impact the world.



ORGANIZATIONAL STRUCTURE



GOVERNANCE

Invest Alberta operates under the governance and oversight of its Board of Directors (Board), in accordance with its roles as defined in the *Alberta Investment Attraction Act*. These Board members are also prominent champions for the province, actively promoting Alberta as an attractive investment destination to investors and the business community.

The Board consists of eleven independent members appointed by the Lieutenant Governor in Council. Among these members, the Lieutenant Governor in Council designates a Chair and another as Vice-Chair of the Board.

The Board collaborates with the President of Executive Council (Premier of Alberta) to develop and maintain a *Mandate and Roles* document, 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.

OPERATIONAL OVERVIEW

CHIEF EXECUTIVE OFFICER

Reporting to the Invest Alberta Board, the Chief Executive Officer (CEO) oversees all business operations and spearheads the conception, planning, and execution 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 a vital component of Invest Alberta's stakeholder relations, the CEO engages with partners to share information, ensure alignment with Alberta's investment objectives and bolster strategic connections. Within the Office of the CEO are the planning, reporting, and governance elements for Invest Alberta.

INVESTMENT ATTRACTION & BUSINESS DEVELOPMENT

Investment attraction is responsible for cultivating relationships in key markets with investors, managing pitch presentations, hosting events for prospective investors and ensuring client responsiveness. This team works with internal and external partners to identify and engage 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.

FINANCE & OPERATIONS

Finance & Operations leads the operational aspects of Invest Alberta, encompassing finance, IT, legal, investor services, procurement and contracts and general administration work for all staff.

Working in conjunction with all other business units, Finance & Operations maintains active controllership and administrative support function. This includes ensuring that financial and administrative processes and policies align with operational requirements while maintaining strong fiscal stewardship.

The division plays a pivotal role in the strategic development, implementation, monitoring and reporting of Invest Alberta's annual budget, a critical aspect of the organization's overall performance.

CORPORATE DEVELOPMENT

As the team responsible for advancing strategic initiatives to achieve corporate goals, Corporate Development nurtures internal and external relationships and building strong teams across the organization. The division encompasses several corporate priorities, including government relations, developing research-based innovation strategies, overseeing marketing activities, and developing and executing a global partnerships strategy. In addition to these responsibilities, Corporate Development leads the development of Invest Alberta's people and culture, ensuring the organization cultivates a supportive, performance-driven culture.

STAKEHOLDER RELATIONS

Stakeholder Relations leads the creation and implementation of successful communications strategies and practices for the purpose of partner and stakeholder education and reputation management. They ensure alignment at political and operational levels with our stakeholders. The division builds and strengthens stakeholder relationships and strategic partnerships with external groups along with external support for the organization. This involves mapping, developing, evaluating, and implementing a variety of stakeholder engagement policies, programs, and projects that support the organization's ability to collaborate seamlessly with its partners to attract foreign owned businesses to Alberta. The division serves to advance and uphold the reputation of Invest Alberta with key decision makers and policy influencers, acting in accordance with our values and vision.



STRATEGIC CONTEXT

Invest Alberta maintains ongoing interaction 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 impact on how we do business and the goals we set to deliver on our mandate of investment attraction. The following highlights key elements that influence Invest Alberta's work and approach to delivering on its mandate.

CLIENT EXPERIENCE

The competition for investment is fierce and success 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 ecosystem partners, Invest Alberta is able to provide our clients with offerings such as bespoke 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 enthusiastic advocates for Alberta.

GLOBAL ENVIRONMENT

Ongoing geopolitical tensions throughout the globe have created uncertainty for investors. Global economic activity is expected to be tepid in 2025. The International Monetary Fund projects global growth of just 3.3 per cent in 2025 and 2026, weaker than the pre-pandemic average. Alberta real GDP growth is forecasted to match that of Canada's, at 2 per cent in both 2025 and 2026*. However, Alberta's real GDP growth has outpaced Canada the past two years.

Alberta remains a prime destination for investment. Invest Alberta expects no easy wins as jurisdictions around the world compete for deals, but our ability to react, adapt, and execute faster, along with our commitment to deliver high end-to-end concierge services, will be our greatest advantage. As of the end of 2024, global foreign direct investment flows have continued to remain strong. This is despite the intense competition for foreign direct investment and growing political and economic uncertainty in the United States.

ALBERTA INVESTMENT LANDSCAPE

While 2024 closed with strong growth for Alberta, the election of President Trump in the United States introduces a number of uncertainties.

Despite the threat of tariffs on Canadian products, Invest Alberta is confident in Alberta's competitiveness as an investment destination. This resilience demonstrates the strength of Alberta's investment climate and its capacity to continue driving economic growth, even in the face of trade challenges. This resilience demonstrates the strength of Alberta's investment climate and its capacity to continue driving economic growth, even in the face of trade challenges.

Alberta continues to be Canada's most business-friendly province, offering a compelling environment for investment. The province boasts a young, diverse and educated workforce, contributing to its high quality of life. This dynamic demographic is a key factor in Alberta's projected population growth, with estimates indicating an increase to nearly 7.3 million residents by 2051, representing an annual average growth rate of 1.6 per cent. The population growth is expected to support consumer spending and stimulate business investments, signalling a robust and expanding market for investors.

Additionally, Alberta maintains a competitive edge with the lowest corporate tax rate in Canada, which is lower than the combined federal and state corporate tax rates in 44 U.S. states.

These factors collectively underscore Alberta's commitment to fostering a favourable business climate, making it an attractive destination for investment.

KEY SECTORS

Invest Alberta remains committed to driving the long-term economic growth of the province by focusing on key sectors with strategic importance. By leveraging our competitive advantages in energy, agribusiness and technology, we can support high-impact sectors such as aviation, transport logistics, life sciences, and professional services. Invest Alberta focuses on sectors with the greatest potential for growth, creating positive ripple effects that strengthen Alberta's economy as a whole.

Alberta's energy sector, the traditional cornerstone of our economy, is positioned for further investment in carbon, capture, utilization and storage (CCUS), offering low-carbon solutions for industry partners. The province's petrochemical sector is a major producer of methane, ethane, ethylene and propane, and more recently low-carbon hydrogen and methanol. Alberta continues to lead globally in energy production, now enhanced by cutting-edge carbon capture and hydrogen investments, such as the Deep Sky CCUS project and Linde's agreement to supply hydrogen and nitrogen to support Dow's net-zero emissions project. Additionally, Alberta remains committed to supporting renewable energy development, as seen by the launch of five new solar projects by Metlen Energy & Metals.

One of Alberta's high-priority areas for investment is technology & innovation, with a particular focus on data centres for artificial intelligence. Invest Alberta is dedicated to helping position the province into Canada's premiere hub for software and information technology, supporting the Government of Alberta's stated goal to attract \$100 billion in data centre investments. Alberta's strong entrepreneurial culture, paired with its top post-secondary

*Source: Alberta Budget 2025 projection

institutions for research and development, makes the province a prime location for cutting-edge technology. Additionally, Alberta offers an ideal environment for data centre projects, thanks to its competitive workforce, favourable climate and robust infrastructure. Invest Alberta is committed to demonstrating these advantages to global investors. Our success in this sector is already evident with eStructure's new data centre project, and we anticipate continued growth in the coming year.

Alberta continues to support aviation projects, defense initiatives and a strong transportation and logistics sector, as evidenced by recent announcements from Keurig Dr. Pepper, Amazon and NewCold. Alberta is building its cargo capacity by integrating innovative robotics, artificial intelligence and leveraging its skilled workforce to be Canada's leading aviation and logistics centre.

Looking ahead, Alberta's tourism industry is poised for significant growth. With the passing of the *All Seasons Resort Act*, the Government of Alberta has signaled its commitment to investing in tourism infrastructure and the development of provincial public land. Invest Alberta will support bringing high value tourism investments to 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, France, India, Germany, Japan, and South Korea. Simultaneously, we harness our presence in strategic and emerging economies such as the Gulf countries and Southeast Asia. Having team members 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 and private sectors. While Invest Alberta is leading the development of compelling investment propositions and showcasing the advantages of investing in Alberta, ongoing and strong relationships with government, economic development, and private sector partners are vital to ensure that Alberta's propositions align with investment objectives.

As a public agency, there is strategic cooperation and collaboration between 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. Additionally, we leverage our robust ties with Alberta businesses and organizations to support strategic opportunities that require multi-party collaboration for success.

Invest Alberta adopts a Team Alberta approach by building strong connections with our ecosystem partners to be a reliable and trusted source of information for investors. This includes a focus on working with rural and municipal stakeholders for 'last mile' investor support. These stakeholders include 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.

REGIONAL INVESTMENT INITIATIVE

Invest Alberta has a strategic approach to building investment attraction capacity in regions across the province. Launched in 2022, the 'Regional Investment Initiative' is a collaborative venture with economic development regions across the province. It is designed to enhance investment attraction capacity outside of the major cities, identify investment opportunities in all corners of the province, and

provide an avenue for ongoing, mutually beneficial collaboration.

Having worked with a number of communities with the regional investment initiative, Invest Alberta is ready to evolve the program to further build investment attraction capacity with communities that have investable assets. This includes advising on business cases for investment opportunities, hosting additional pitching practice sessions with our team, and including community profiles on Invest Alberta's website.

ENVIRONMENTAL, SOCIAL, GOVERNANCE (ESG)

ESG principles are increasingly tied to investment and business decisions. Consideration for how a business interacts with its stakeholders and surroundings has a material impact to a businesses' risk profile and bottom-line. This trend is underscored by the International Sustainability Standards Board (ISSB), which has been working to establish a global sustainability disclosure framework. The framework aims to cover 140 jurisdictions representing 52 per cent of Fortune 500 companies, positioning sustainability as a critical factor in investment decisions. As a result, projects that deliver economic, social and environmental benefits holistically are more attractive to investors.

Alberta has tackled this challenge head-on. As the first jurisdiction in North America to introduce a carbon pricing program—the Technology Innovation and Emissions Reduction (TIER) program—it is also a leader in renewable energy sources like solar power, a global hub for Carbon Capture, Utilization, and Storage (CCUS), and the largest provider of low-carbon hydrogen in Canada. Decarbonizing high-carbon industries is a crucial part of the global emissions reduction strategy. The CCUS and hydrogen infrastructure being developed in Alberta will support industries in reducing their emissions. Alberta's energy sector is fully committed to this transition, with 95 per cent of oilsands production pledging to achieve net-zero emissions by 2050. The province is home to innovative solutions that will

help drive the global shift to a cleaner economy.

For Invest Alberta, ESG is a critical component to sustain and grow high-impact, high-value investment into the province, putting Albertans to work and creating new opportunities for the future. We believe that bringing new global investments in energy, cleantech, petrochemicals and agriculture will drive Alberta's sustainable growth and create new opportunities for social change and environmental leadership. As Canada's leading jurisdiction for renewable investment, with more than \$2 billion invested since July 2019, Alberta is an ideal location for companies looking to reduce their carbon footprint.

Our clients are investing in the future. Amazon is building renewable energy projects to power its operations, PACE is constructing solar farms, INCA is building a waste-free wind turbine manufacturing plant, Air Products is building a net-zero hydrogen facility, Varme is turning waste to energy, and POSCO is looking at lithium development for electric vehicles, as examples.

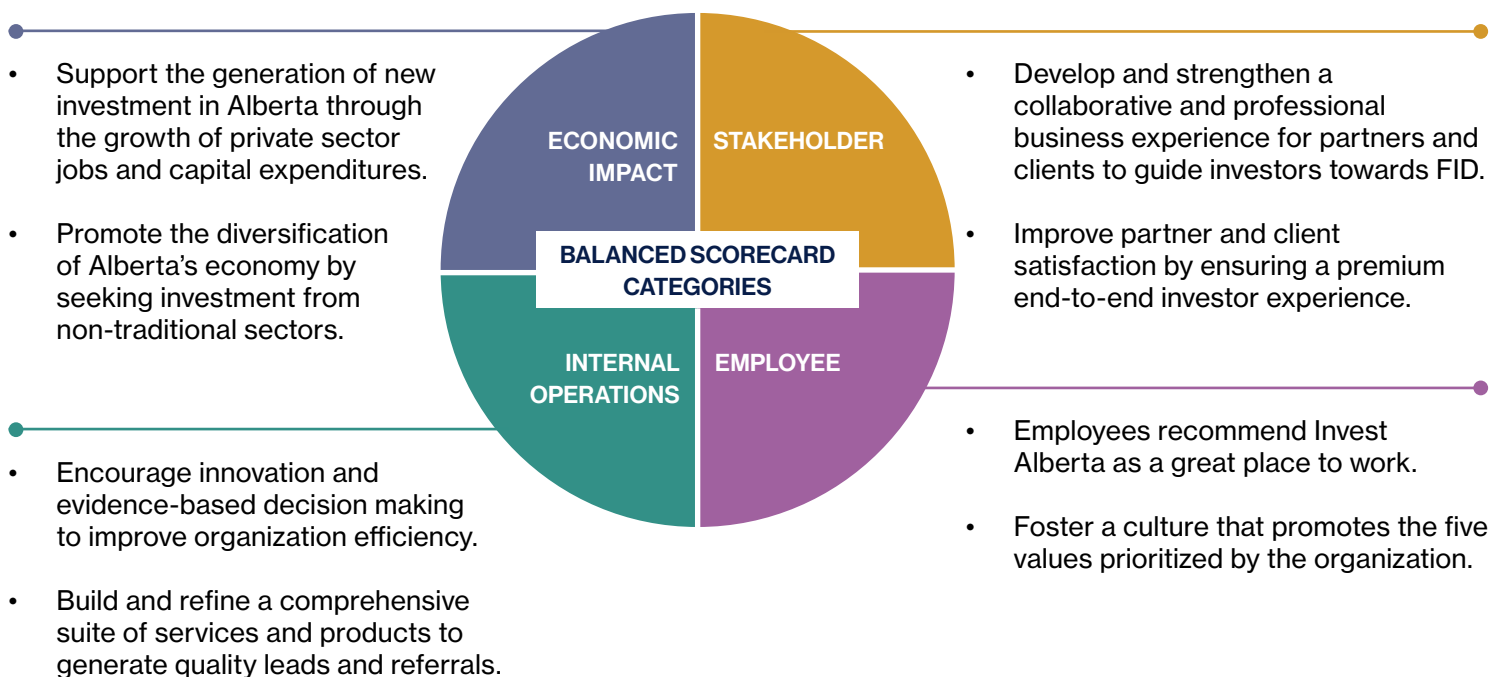
Alberta's ecosystem continues to support this growth, and we've collaborated with clients, the Alberta Indigenous Opportunities Corporation, economic development agencies, government, and innovators to empower local regions to bring sustainable, community-minded investments to all parts of Alberta. Alberta's leadership on governance is reflected through a commitment to transparency and accountability. This provides investors with the confidence they need to secure and grow their investments in Alberta.



CORPORATE PERFORMANCE

2025-2028 BALANCED SCORECARD AND STRATEGIC OUTCOMES

Invest Alberta is using a performance measurement system known as the balanced scorecard to monitor and communicate both internal processes and external outcomes to continuously improve strategic performance and results. Invest Alberta’s scorecard contains four categories: Economic Impact, Stakeholder, Internal Operations and Employee. The 2025-28 Business Plan outlines the four categories of the scorecard alongside the measures, objectives and outcomes that guide Invest Alberta’s success.



ECONOMIC IMPACT CATEGORY

WHAT WE WANT TO ACHIEVE

OUTCOME 1: ALBERTA IS A TOP DESTINATION OF CHOICE FOR INVESTMENT.

Invest Alberta works to cultivate Alberta’s appeal as a highly attractive global investment destination. We bring opportunities to the attention of potential investors and entrepreneurs, offering them personalized support along their journey towards a final investment decision.

Invest Alberta is Alberta’s front line when working with investors and businesses. We work collaboratively with our partners to ensure that Alberta is primed for global investments that foster the creation of sustainable, high-quality jobs across the province.

The investments Invest Alberta supports include greenfield (investment in a manufacturing plant or office in a location where no previous activities existed), expansions (expansion of an existing facility in Alberta), as well as capital attraction (for both investment streams).

STRATEGIC OBJECTIVES

- 1.1 Maintain an active funnel of investment opportunities that will create jobs and capital investment across Alberta.
- 1.2 Provide long-term economic value to Albertans.

Performance Metrics	Purpose	Target 2025-26	Target 2026-27	Target 2027-28
E11 Number of jobs created through Invest Alberta’s support as reported by clients	Job creation is a direct indicator of a company’s contribution to the provincial economy. It reflects business growth and success.	6,500	7,000	7,000
E12 Number of new investment opportunities supported by Invest Alberta	Measures Invest Alberta’s effectiveness in attracting and identifying new investment prospects. Understanding the volume and type of potential investments allows Invest Alberta to allocate its resources more effectively.	150	150	200
Performance Metrics	Purpose	Target 2025-26 to 2027-28		
E13 Committed investment into Alberta facilitated by Invest Alberta as reported by clients	The value of committed investment into Alberta is a measure of the economic impact that companies are generating. Higher investment values typically correlate with greater economic growth, job creation, and overall development in Alberta.	\$10 billion ¹		

¹Note: Due to the long horizon for large capital projects, this metric is measured cumulatively over a 3-year period.

STAKEHOLDER CATEGORY

WHAT WE WANT TO ACHIEVE:

OUTCOME 2: INVESTORS HAVE A PROFESSIONAL AND COLLABORATIVE INVESTMENT AND BUSINESS EXPERIENCE IN ALBERTA.

By fostering relationships through targeted outreach and deal facilitation and providing bespoke services to meet the specific needs, preferences and expectations of our clients, Invest Alberta is well-positioned to close deals.

Strategically engaging key international and domestic clients and partners to showcase Alberta’s investment opportunities is a significant step in the final investment decision. In order to provide a professional and collaborative investment experience, we have dedicated resources to being an expert stakeholder manager.

Invest Alberta will conduct an annual satisfaction survey, administered by a third party, to gather valuable feedback from our clients and partners, enhancing our long-term success.

STRATEGIC OBJECTIVES

- 2.1 Forge strategic partnerships with federal, municipal, and regional stakeholders to promote the advantages of investing and doing business in Alberta
- 2.2 Actively engage with partners on projects to ensure a premium end-to-end investor experience.
- 2.3 Enhance Invest Alberta’s reputation as a trusted and valued partner in attracting new investment to Alberta.

	Performance Metrics	Purpose	Target 2025-26	Target 2026-27	Target 2027-28
S1	Annual partner satisfaction survey	Evaluates Invest Alberta’s overall partner satisfaction score based on an annual survey administered by a third party. This metric helps Invest Alberta gauge its long-term success regarding partner organizations.	65%*	65%	70%
S2	Annual client satisfaction survey	Evaluates Invest Alberta’s overall client satisfaction score based on an annual survey administered by a third party. This metric helps Invest Alberta gauge its long-term success with regards to clients.	75%	80%	80%

*Target was adjusted due to changes in survey methodology, creating a new baseline.

INTERNAL OPERATIONS CATEGORY

WHAT WE WANT TO ACHIEVE:

OUTCOME 3: GENERATE QUALITY LEADS AND REFERRALS TO GROW THE FUNNEL AND GUIDE INVESTORS TO FID.

We support our clients and provide certainty around all aspects of investing and operating a business in Alberta. This is achieved through the provision of support and evidence-based information with the goal of expecting a positive investment decision.

Invest Alberta is 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 priority sectors will be targeted through marketing initiatives and directly by our global team in order to generate leads that are likely to turn into investment deals for Alberta.

STRATEGIC OBJECTIVES

- 3.1 Lead tailored investor visits to Alberta that facilitate connections with local partners and business networks.
- 3.2 Continuously develop and refine a comprehensive suite of services available to investors and investment attraction partners to attract and expand investment into Alberta.
- 3.3 Identify and pursue new clients and provide them with the information and support they require to bring investment into Alberta.
- 3.4 Build global awareness among targeted investors to choose Alberta as an investment destination.
- 3.5 Attract those looking for ambitious growth while also pursuing the highest standard of ESG performance.

	Performance Metrics	Purpose	Target 2025-26	Target 2026-27	Target 2027-28
I01	Investor visits led by Invest Alberta	Face-to-face interactions strengthen relationships between investors and local stakeholders and partners, making the investor more likely to commit to the investment.	50*	60	70
I02	Inbound referrals from investment attraction partners	Tracking inbound referrals allows Invest Alberta to evaluate the performance of its partner organizations and prioritize collaboration with partners that consistently refer high-quality leads.	100	125	150
I03	Outbound referrals to investment attraction partners	Monitoring outbound referrals ensures that Invest Alberta's activities align with its focus on high value, high impact investments. Smaller investment opportunities are directed to appropriate organizations that can better serve those needs.	175	200	215
I04	Prospects generated by marketing campaigns	Tracking prospects generated through its marketing efforts helps measure the return on investment of its marketing campaigns and identifies which channels are most successful in generating interest and engagement.	200**	250	300
I05	Percentage of marketing prospects that become qualified leads	By measuring conversion rates, Invest Alberta can determine which campaigns or channels are most successful in attracting prospects that meet the criteria for qualified opportunities.	8%	8%	8%
I06	Percentage of total leads that progress to the final investment decision stage	Evaluates Invest Alberta's effectiveness in converting qualified leads or opportunities into a final investment decision.	8%***	10%	12%

*Target was reduced due to changes in how Invest Alberta defines an investor visit.

**Target was reduced due to narrowing the sources of prospect generation to focus on higher-quality prospects.

***Target was set too high, as the percentage rarely exceeded 4 percent throughout the year.

EMPLOYEE CATEGORY

WHAT WE WANT TO ACHIEVE:

OUTCOME 4: INVEST ALBERTA IS HOME TO A COMMUNITY OF PASSIONATE, SERVICE-ORIENTED PEOPLE WHO EMBODY ALBERTA’S ENTREPRENEURIAL SPIRIT.

Invest Alberta circulates an Employee Net Promoter Score (eNPS) survey with one simple question that serves as a litmus test for satisfaction and loyalty. Employees are asked how likely are they to recommend Invest Alberta to a friend or a colleague. This survey supports ongoing constructive development of our organization and builds on our promoter culture.

STRATEGIC OBJECTIVES

- 4.1 Foster a culture that champions DEIA and supports team ways of working consistent with the behaviours and values outlined by the organization.

	Performance Metrics	Purpose	Target 2025-26	Target 2026-27	Target 2027-28
E1	Annual employee satisfaction survey	Evaluates Invest Alberta’s overall employee satisfaction score based on an annual Employee Net Promoter Score survey with a single question, asking employees how likely they are to recommend Invest Alberta to a friend or colleague. This metric supports the constructive development of Invest Alberta as an organization.	75%	75%	80%

BUDGET

	Actuals 2023-24	Budget 2024-25	Target 2025-26	Target 2026-27	Target 2027-28
<i>All values in (000's)</i>					
REVENUES					
Government Transfer from Executive Council	16,773	17,414	17,463	17,453	17,453
Other Income	91				
Total Revenues	16,864	17,414	17,463	17,453	17,453
EXPENSES					
Business Development – Canada	2,796	2,842	2,851	2,850	2,850
Business Development – International	3,919	4,157	4,168	4,166	4,166
Investor Services	900	1,072	1,075	1,074	1,074
Marketing & Communication	2,848	2,402	2,409	2,408	2,408
Corporate Development	2,260	2,487	2,494	2,492	2,492
Finance & Administration	4,140	4,454	4,466	4,463	4,463
Total Expenses	16,864	17,414	17,463	17,453	17,453
(DEFICIENCY) EXCESS OF REVENUES OVER EXPENSES BEFORE OTHER ITEMS	-	-	-	-	-