

Invest in Canada Hub 2024-25 Departmental Plan

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

Government of Canada catalogue Number: FR6-1E-PDF

International Standard Serial Number (ISSN): 2561-6188

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International Trade and Economic Development, 2024

Invest in Canada 2024-25 Departmental Plan

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Message from the Minister



The Honourable Mary

Minister of Export Promotion, International Trade and Economic Development

As the Minister of Export Promotion, International Trade and Economic Development, I am honoured to serve Canadians as we work to seize valuable opportunities and build a more resilient economy.

As Canada charts a strong course despite worldwide supply chain challenges and heightened geopolitical uncertainty, we continue to witness a steady increase in foreign direct investment. It is no surprise that investors continue to put their confidence in Canada, with our abundant resources, diverse

economy, strong commitment to innovation research, highly educated and skilled workforce, and stable and transparent business environment. We remain well-positioned to continue on our trajectory to build a more resilient, inclusive, and stronger country for all who call Canada home.

Additionally, Canada's green and sustainable initiatives align with the growing global interest in transformative sectors such as carbon-free mobility, production and processing of critical minerals, clean technology and energy, and value-added agriculture. Our government will continue to provide the support and resources needed to build on our advantages in these sectors, always with a view to maintaining our commitment to inclusion for diverse groups.

As our national investment promotion agency, Invest in Canada occupies an important role in Canada's investment promotion ecosystem. Working in lockstep with the Trade Commissioner Service and numerous partners across Canada, Invest in Canada will continue to lead the efforts to attract and facilitate transformative investments by global companies into Canada.

I look forward to continuing to support Invest in Canada as they help global companies navigate Canada's business environment seamlessly and efficiently. I am pleased to present Invest in Canada's 2024-25 Departmental Plan, which outlines its strategy to meet its priorities and results over the coming year.

Message from Chair of the Board of Directors



Karl Tabbakh

Chair of Board

On behalf of the Board of Directors, I am pleased to present the Invest in Canada 2024-25 Departmental Plan.

While Canada is not immune from the ever-evolving global economic landscape, Canada continues to showcase its resilience and has remained an appealing destination to foreign investors.

In my first year as Chair of the Board of Directors of Invest in Canada, I have witnessed first-hand the strengths of the organization in promoting Canada at critically important events on the international stage. I have seen the organization tactfully collaborate with partners across all orders of government and with the private sector to continually champion Canada as a leading destination for global companies to expand their businesses and have seen how Invest in Canada provides a tailored approach to engagement with foreign investors in market. The organization does this against the backdrop of a complex and competitive environment wherein many countries are vying for those global investments that can transform the economic prospects of community or national economies.

My colleagues and I on the Board of Directors provide a unique perspective and a breadth of experience across multiple economic sectors in our guidance to the organization. We remain convinced that no country offers a better combination of winning conditions for foreign investors than Canada, and we are confident that Invest in Canada, along with its partners in the Canadian foreign direct investment ecosystem, will continue to spread that message and pursue investments into the country.

Message from Chief Executive Officer



Laurel Broten

Chief Executive Officer

When I joined Invest in Canada a little over a year ago, I knew that the organization was uniquely positioned to promote Canada's growing sectors and varied regions and to provide tailored services to facilitate impactful foreign direct investment into our country.

In 2023, Canada made waves by landing two significant electric vehicle battery manufacturing facilities into the country to solidify its place in the global electric vehicle battery space. Heading into 2024-25, we know opportunities abound in Canada for global investors that want to build out the global electric vehicle supply chain, as well as in other sectors like energy transition, life sciences and bio-manufacturing, and value-added agriculture.

Invest in Canada continues to develop strategies that are aligned with and that support the Government of Canada's economic and sustainability priorities—sustainable economic growth, reconciliation with Indigenous peoples, gender equality and taking action on climate change and clean energy. With these policy priorities in mind, Invest in Canada has developed a departmental plan that reflects Canada's strengths in these areas and Invest in Canada's contribution to these priorities, while driving increased global investment into priority sectors and taking a pan-Canadian approach to investment promotion.

Invest in Canada continues to build on its successes and proven tactics, and will continue to work toward operational excellence, evolving and refining its work based on data, intelligence and evidence to ensure that the organization is delivering results and making an impact. Invest in Canada is proud to be playing a major role coordinating with all stakeholders and making it easier for investors to engage all levels of government.

With the support and advice of our esteemed Board of Directors and the commitment of a talented and dedicated team, I look forward to actioning the 2024-25 departmental plan in the year ahead.

Plans to deliver on core responsibilities and internal services

Core responsibilities and internal services:

- [Foreign Direct Investment Attraction](#)
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Foreign Direct Investment Attraction

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Description

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

Quality of Life Impacts

Invest in Canada’s core responsibility of leading the Government of Canada’s foreign direct investment attraction efforts contributes to the [Quality of Life Framework for Canada](#) domains Prosperity and Environment and, more specifically, the indicators related to firm growth and employment and greenhouse gas emissions, through the activities carried out under this core responsibility.

Results and Targets

The following tables show, for each departmental result related to Foreign Direct Investment Attraction, the indicators, the results from the three most recently reported fiscal years, the targets and target dates approved in 2024–25.

Table 1: Indicators, results and targets for departmental result

Indicator	[2020–2021] result	[2021–2022] result	[2022–2023] result	Target	Date to achieve
Number of target audience individuals exposed to Invest in Canada’s promotional activities. (content and events combined)	Not available*	1,800,000	2,100,000	1,000,000	March 31, 2025
Number of unique reach of promotional campaigns	Not available*	95,100,000	33,200,000	20,000,000	March 31, 2025
Net Promoter Score	Not available*	0.03	-0.6	0	March 31, 2025
Number of new investments or expansions supported by Invest in Canada	24	48	27	25	March 31, 2025

Indicator	[2020–2021] result	[2021–2022] result	[2022–2023] result	Target	Date to achieve
Number of investors receiving Invest in Canada services	134	159	148	125	March 31, 2025
Number of products (Sector Fact Sheet, Reports, Data sets, etc.) developed and shared with partners	281	244	352	320	March 31, 2025
Number of Federal, Provincial and City partners accessing data and information on the Invest in Canada InfoZone partner portal to support investment promotion activities.	Not available*	513	614	570	March 31, 2025

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

The financial, human resources and performance information for Invest in Canada’s program inventory is available on [GC InfoBase](#).

Plans to achieve results

Canada is promoted as a foreign direct investment destination

Promoting Canada as the foremost foreign direct investment destination continues to be a key priority for Invest in Canada. In 2024-25, Invest in Canada will build on the successes of its holistic promotional strategy that maximizes the combined value of marketing, advertising, and events, focusing on a narrative that will attract global investors from target markets and towards Canada’s key sectors.

Further, Invest in Canada will leverage its work with other federal departments to align the promotion of Canada’s value proposition across Canada’s strategic areas of focus, including electric vehicle (EV) battery supply chain, hydrogen solutions, life sciences and bio-manufacturing, and value-added agriculture to better target messaging about the Canadian advantages in these sectors. In 2024-25, Invest in Canada will:

- Develop customized advertising and marketing campaigns in target markets highlighting Canada’s value proposition to support investments in priority sectors
- Leverage and execute international and events that raise the profile of Canada to global investors

- Collaborate with a robust network of partners, including the Trade Commissioner Service, in target markets to promote strategic opportunities for investment and attract new sources of investment

Investors are investing or expanding in Canada through the support of Invest in Canada services

Invest in Canada has made it a priority to support global investors as they consider Canada as a destination of choice to build and expand their companies and recruit top talent. Throughout 2023-24, Invest in Canada worked collaboratively with federal partners, like the Trade Commissioner Service, as well as provincial, territorial, and municipal partners to provide investors with customized business advisory services as they explored new and high-impact investments across Canada. Looking ahead, Invest in Canada will continue to reflect on its services to investors, including how the organization coordinates with other federal services for foreign direct investments. In 2024-25, Invest in Canada will:

- Support high-impact, transformational investments in key Government of Canada strategic priority sectors
- Help global companies advance their investment expansion and reinvestments by connecting firms with the right people in the right places across economic sectors
- Facilitate and accelerate global investments into all regions across Canada by enhancing investors knowledge of region-specific advantages

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

Building relationships with partners has been and will continue to be fundamental to Invest in Canada. With the support of key partners, Invest in Canada executes a data-driven approach to foreign direct investment promotion efforts. The organization will continue to coordinate efforts with federal, provincial, territorial and municipal partners to ensure that data tools are in place and business intelligence is relevant and available. Ongoing implementation of the FDI Attraction Strategy developed in collaboration with federal colleagues will further strengthen coordination of roles and responsibilities to enhance service delivery to new and existing investor clients and help support a forward-looking roadmap of the FDI opportunities across Canada. In 2024-25 Invest in Canada will continue to:

- Build out a suite of knowledge products to promote the competitive value of Canada and potential of targeted and strategic sectors

- Provide tools and market intelligence data through InfoZone to partners to support their investment attraction efforts
- Engage with partners across all orders of government to encourage information exchange and alignment in support of their promotion and attraction efforts

Key Risks

Invest in Canada monitors its operational risks regularly and updates its enterprise risk profile annually to reflect the unique pressures that face the organization. To better support the advancement of its priorities in 2024-25, Invest in Canada will continue to implement its Enterprise Risk Management Strategy to manage risk at all levels, and by fostering a strong risk culture across the organization. Invest in Canada established systems and controls to annually identify and assess risks within its Enterprise Risk Profile, ensuring effective mitigation or resolution. As the organization matures, risks to the organization change and Invest in Canada reviews and adapts strategies to ensure that risks are managed. The Board of Directors plays an important role in the oversight of risks. For 2024-25, Invest in Canada will continue to monitor top risk areas that are being tracked and addressed in 2023-24, including: reputation and brand; protection of information; service delivery; change management; and cybersecurity.

Snapshot of planned resources in 2024-25

- Planned spending: \$26,474,845
- Planned full-time resources: 57

Related government priorities

Gender-based analysis plus

Invest in Canada is committed to ensuring that horizontal policy considerations of gender-based analysis plus (GBA+) are considered to ensure inclusive outcomes for Canadians. As an employer, Invest in Canada is committed to ensuring that jobs within the organization are evaluated based their value and addresses the general undervaluation of women's work, which contributes to the gender pay gap. The organization carried out a pay equity review comparing female and male dominated job classes to determine whether there are pay equity discrepancies, and will publish a pay equity plan as outlined in the *Pay Equity Act*.

An important part of Canada's value proposition includes its diversity advantage. Many investors with whom Invest in Canada works understand that gender parity and diversity are important objectives when identifying an investment location. Through Invest in Canada's integrated advertising campaigns

and content marketing, Invest in Canada highlights Canada's value proposition as a highly educated and diverse workforce.

United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals Invest in Canada takes into account the Government of Canada's commitment to the Federal Implementation Plan for the 2030 Agenda for Sustainable Development and achieving commitments to the UN Sustainable Development Goals as it plans the strategic initiatives and activities for the fiscal year. To illustrate, Invest in Canada is focused on attracting and facilitating investments in key sectors of the economy that support the Government's efforts on SDG 13: Climate Action. This includes a greater focus on promoting Canada's capacity in the clean energy transition and role to play in the support of electric vehicle battery supply chain.

More information on Invest in Canada's contributions to Canada's Federal Implementation Plan on the 2030 Agenda and the Federal Sustainable Development Strategy can be found in our [Departmental Sustainable Development Strategy](#).

Program inventory

Foreign Direct Investment Attraction is supported by the following programs in the program inventory:

- Marketing
- Investor Services
- Data Partnerships and Pan-Canadian Collaboration

Supporting information on planned expenditures, human resources, and results related to Invest in Canada's program inventory is available on [GC Infobase](#).

Summary of changes to reporting framework since last year

There have been no changes to the approved departmental results framework associated with foreign direct investment attraction since last year.

Internal services

In this section

- [Description](#)
- [Plans to achieve results](#)
- [Snapshot of planned resources in 2024-25](#)
- [Related government priorities](#)

Description

Internal services are the services that are provided within a department so that it can meet its corporate obligations and deliver its programs. There are 10 categories of internal services:

- management and oversight services
- communications services
- legal services
- human resources management services
- financial management services
- information management services
- information technology services
- real property management services
- materiel management services
- acquisition management services

Plans to achieve results

Invest in Canada's internal services supports the organization's delivery of support to partners through the maintenance of its bespoke information sharing portal, InfoZone. The implementation of a technology-based avenue to share intelligence and data is critical to the organization's pan-Canadian efforts.

In support of human resources, Invest in Canada will implement a Diversity, Equity and Inclusion (DEI) Strategy and Action Plan that was developed through extensive research and internal consultations with employees across the organization. As an employer, Invest in Canada will continue its collaboration with its diverse workforce to learn from the lived experience of members to identify and remove obstacles to opportunity, institutionalize equitable structures, and create a culture of belonging.

In 2024-25, the organization will continue to reflect on and evaluate the services the organization provides and gather intelligence to better understand, refine and evolve our work with a view to ensuring that Invest in Canada is always achieving operational excellence and making an impact on FDI in Canada.

Snapshot of planned resources in 2024-25

- Planned spending: \$6,600,311
- Planned full-time resources: 10

Related government priorities

Planning for contracts awarded to Indigenous businesses

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

To facilitate the achievement of the target by 2024-25, Invest in Canada has worked with clients to identify opportunities for Indigenous procurement and has undertaken an analysis of its historic contracting to Indigenous businesses to identify the potential areas under each program where there are opportunities for Indigenous businesses to contribute to and support Invest in Canada's services over the upcoming years.

In 2022-23, Invest in Canada put in place a plan for internal measurement from 2022-23 onward to ensure that the organization has the data collection measures in place to report by the end of fiscal year 2024-25. Further, Invest in Canada has ensured the alignment of internal policies and processes to support its achievement of the Mandatory Procedures for Contracts Awarded to Indigenous Businesses and will continue to leverage the information training sessions organized for the federal procurement community led by Indigenous Services Canada, and will ensure that procurement specialists participate in the new mandatory course that has been developed.

5% reporting field	2022-23 actual result	2023-24 forecasted result	2024-25 planned result
Total percentage of contracts with Indigenous businesses	7%	5%	Based on historic trends and analysis, Invest in Canada expects to award a minimum of 5% of the total value of the department's domestic procurement contracts in 2024-25.

Planned spending and human resources

This section provides an overview of Invest in Canada’s planned spending and human resources for the next three fiscal years and compares planned spending for 2024–25 with actual spending from previous years.

In this section

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- [Funding](#)
- [Future-oriented condensed statement of operations](#)
- [Human resources](#)

Spending

Table 2: Actual spending summary for core responsibilities and internal services (\$ dollars)

The following table shows information on spending for each of Invest in Canada’s core responsibilities and for its internal services for the previous three fiscal years. Amounts for the current fiscal year are forecasted based on spending to date.

Core responsibilities and internal services	[2021–2022] actual expenditures	[2022–2023] actual expenditures	[2023–2024] forecast spending
Foreign Direct Investment Attraction	\$28,972,353	\$26,736,671	\$26,521,214
Internal services	\$5,514,668	\$6,287,452	\$7,464,932
Total	\$34,487,041	\$33,024,123	\$33,986,146

After five years of operation, Invest in Canada has established internal planning and budgeting processes that ensure that actual spending and initiatives in support of the core responsibility are executed in line with the planned spending and budgetary spending indicated in the Main Estimates.

Table 3: Budgetary planning summary for core responsibilities and internal services (dollars)

The following table shows information on spending for each of Invest in Canada’s core responsibilities and for its internal services for the upcoming three fiscal years.

Core responsibilities and internal services	[2024-25] budgetary spending (as indicated in Main Estimates)	[2024-25] planned spending	[2025-26] planned spending	[2026-27] planned spending
Foreign Direct Investment Attraction	\$26,474,845	\$26,474,845	\$26,218,845	\$25,868,445
Internal services	\$6,600,311	\$6,600,311	\$6,536,311	\$6,448,711

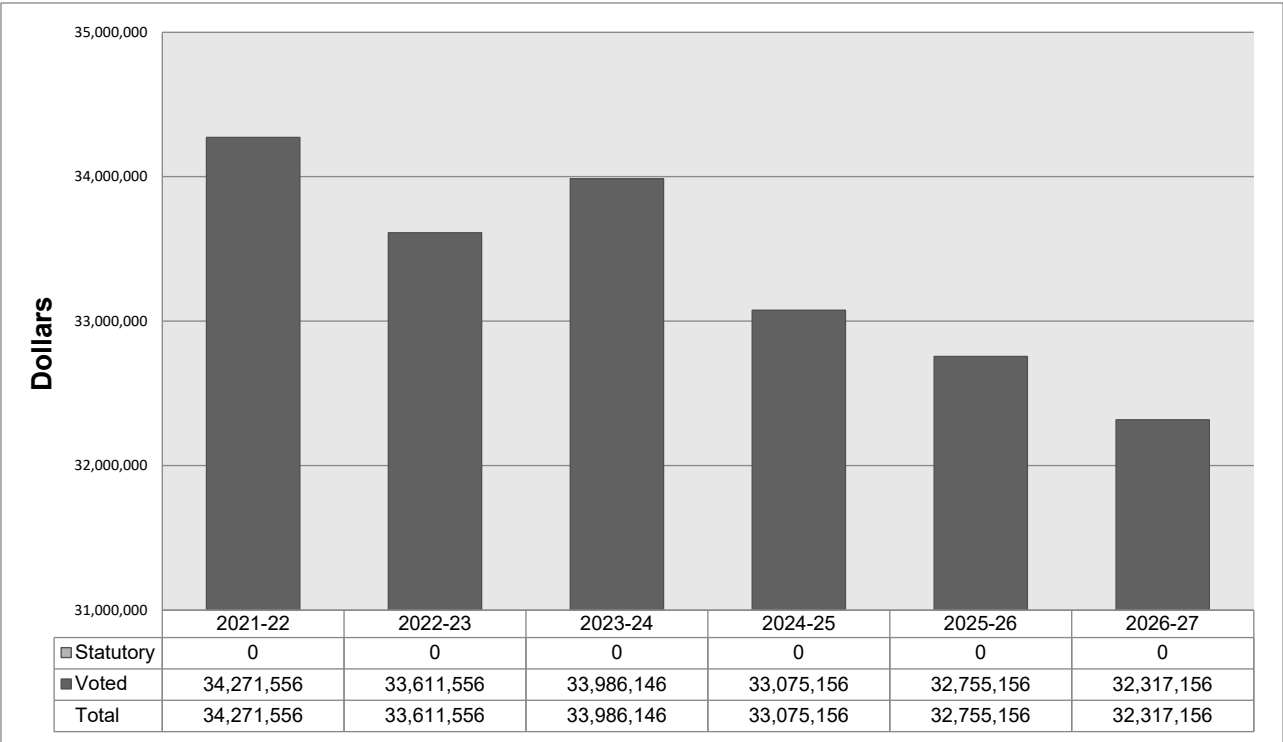
Core responsibilities and internal services	[2024-25] budgetary spending (as indicated in Main Estimates)	[2024-25] planned spending	[2025-26] planned spending	[2026-27] planned spending
Total	\$33,075,156	\$33,075,156	\$32,755,156	\$32,317,156

After five years of operation, Invest in Canada has established internal planning and budgeting processes that ensure that actual spending and initiatives in support of the core responsibility are executed in line with the planned spending and budgetary spending indicated in the Main Estimates.

Funding

Figure 1: Departmental spending 2021–22 to 2026–27

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



Invest in Canada’s funding profile has matched the maturation of the organization. Invest in Canada is responsible for all employee benefits and pension contributions annually. Reduction in spending in 2024–25, 2025-26 and 2026-27 reflects the refocusing government spending initiative.

Estimates by vote

Information on Invest in Canada’s organizational appropriations is available in the [2024–25 Main Estimates](#).

Future-oriented condensed statement of operations

The future-oriented condensed statement of operations provides an overview of Invest in Canada's operations for 2023–24 to 2024–25.

The forecast and planned amounts in this statement of operations were prepared on an accrual basis. The forecast and planned amounts presented in other sections of the Departmental Plan were prepared on an expenditure basis. Amounts may therefore differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations with the requested authorities, are available on [Invest in Canada's website](#).

Table 4: Future-oriented condensed statement of operations for the year ending March 31, 2025 (dollars)

Financial information	[2023–24] forecast results	[2024–25] planned results	Difference ([2024–25] planned results minus [2023–24] forecast results)
Total expenses	\$35,407,000	\$34,259,000	\$1,148,000
Total revenues	\$0	\$0	\$0
Net cost of operations before government funding and transfers	\$35,407,000	\$34,259,000	\$1,148,000

The variance between the 2023-24 forecasted results and the 2024-25 planned results is directly linked to reductions in spending related to the refocusing government spending initiative.

Human resources

Table 5: Actual human resources for core responsibilities and internal services

The following table shows information on human resources, in full-time equivalents (FTEs), for Invest in Canada's core responsibilities and for its internal services for the previous three fiscal years. Human resources for the current fiscal year are forecasted based on year to date.

Core responsibilities and internal services	[2021–22] actual FTEs	[2022–23] actual FTEs	[2023–24] forecasted FTEs
Foreign Direct Investment Attraction	57	57	57
Internal services	10	10	10
Total	67	67	67

Invest in Canada’s human resources has matched the growth and maturation of the organization. Over the last two years, Invest in Canada has developed proven strategies to support the achievement of departmental results, and the number of full-time equivalents reflects the organization’s capacity needs to deliver its services, while remaining within its approved budget.

Table 6: Human resources planning summary for core responsibilities and internal services

The following table shows information on human resources, in full-time equivalents (FTEs), for each of Invest in Canada’s core responsibilities and for its internal services planned for 2024–25 and future years.

Core responsibilities and internal services	[2024–25] planned fulltime equivalents	[2025–26] planned fulltime equivalents	[2026–27] planned fulltime equivalents
Foreign Direct Investment Attraction	57	57	57
Internal services	10	10	10
Total	67	67	67

Invest in Canada’s human resources has matched the growth and maturation of the organization. The planned number of full-time equivalents reflects the organization’s capacity needs at a steady state to deliver its services, while remaining within its approved budget.

Corporate information

Organizational profile

Appropriate minister(s): The Honourable Mary Ng, P.C., M.P.

Institutional head: Laurel Broten

Ministerial portfolio: International Trade

Enabling instrument(s): [Invest in Canada Act](#)

Year of incorporation / commencement: 2018

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

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

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

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

Organizational contact information

Mailing address

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Ottawa ON

K2P 2P7

Email: CorporateServices@invcanada.ca

Website(s): www.investcanada.ca

Supplementary information tables

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

- [Gender-based analysis plus](#)

Information on Invest in Canada's departmental sustainable development strategy can be found on [Invest in Canada's website](#).

Federal tax expenditures

Invest in Canada's Departmental Plan does not include information on tax expenditures.

Tax expenditures are the responsibility of the Minister of Finance. The Department of Finance Canada publishes cost estimates and projections for government wide tax expenditures each year in the [Report on Federal Tax Expenditures](#).

This report provides detailed information on tax expenditures, including objectives, historical background and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis plus.

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 document that sets out a department's priorities, programs, expected results and associated resource requirements, covering a three-year period beginning with the year indicated in the title of the report. Departmental Plans are tabled in Parliament each spring.

departmental result (résultat ministériel)

A change that a 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)

A framework that consists of the department's core responsibilities, departmental results and departmental result indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on a department's actual performance in a fiscal year against its plans, priorities and expected results set out in its Departmental Plan for that year. Departmental Results Reports are usually tabled in Parliament each fall.

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 Plus) (analyse comparative entre les sexes plus [ACS Plus])

An analytical tool used to support the development of responsive and inclusive policies, programs and other initiatives. GBA Plus is a process for understanding who is impacted by the issue or opportunity being addressed by the initiative; identifying how the initiative could be tailored to meet diverse needs of the people most impacted; and anticipating and mitigating any barriers to accessing or benefitting from the initiative. GBA Plus is an intersectional analysis that goes beyond biological (sex) and socio-cultural (gender) differences to consider other factors, such as age, disability, education, ethnicity, economic status, geography, language, race, religion, and sexual orientation.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2024–25 Departmental Plan, government-wide priorities are the high-level themes outlining the government's agenda in the 2021 Speech from the Throne: building a healthier today and tomorrow; growing a more resilient economy; bolder climate action; fighter harder for safer communities; standing up for diversity and inclusion; moving faster on the path to reconciliation and fighting for a secure, just, and equitable world.

horizontal initiative (initiative horizontale)

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

Indigenous business

As defined on the [Indigenous Services Canada website](#) in accordance with the Government of Canada's commitment that a mandatory minimum target of 5% of the total value of contracts is awarded to Indigenous businesses annually.

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.

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.

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.

program (programme)

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

program inventory (répertoire des programmes)

An inventory of a department's programs that describes how resources are organized to carry out the department's core responsibilities and achieve its planned results.

result (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.

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.