

**METRO VANCOUVER REGIONAL DISTRICT
INVEST VANCOUVER MANAGEMENT BOARD**

MEETING

**Wednesday, February 18, 2026
9:00 am**

28th Floor Boardroom Room, 4515 Central Boulevard, Burnaby, British Columbia

AGENDA

A. ADOPTION OF THE AGENDA

1. February 18, 2026 Meeting Agenda

THAT the Invest Vancouver Management Board adopt the agenda for its meeting scheduled for February 18, 2026 as circulated.

B. ADOPTION OF THE MINUTES

1. November 19, 2025 Meeting Minutes

THAT the Invest Vancouver Management Board adopt the minutes of its meeting held November 19, 2025 as circulated.

pg. 7

C. DELEGATIONS

D. INVITED PRESENTATIONS

1. Nathan Nankivell, Assistant Deputy Minister, Innovation & Industry Development Division, Ministry of Jobs and Economic Growth, Province of BC

Subject: Look West: Jobs and Prosperity for a Stronger BC and Canada

E. REPORTS FROM COMMITTEE OR CHIEF ADMINISTRATIVE OFFICER

1. 2026 Invest Vancouver Management Board Meeting Schedule, Work Plan, and the Invest Vancouver 2026 Annual Plan

Report dated January 26, 2026 from Jacquie Griffiths, President, Invest Vancouver, and Sue Mah, Vice President, Partnerships, Invest Vancouver.

pg. 12

Executive Summary

Invest Vancouver provides a unified regional approach to attract foreign direct investment (FDI) for the Metro Vancouver region. This report brings forward the Invest Vancouver Management Board's Terms of Reference, Annual Meeting Schedule, and Work Plan, as well as the Invest Vancouver 2026 Annual Plan that guides the investment attraction work of Invest Vancouver.

The Terms of Reference for the Invest Vancouver Management Board sets out the standing committee's responsibilities and provides guidance and oversight on the implementation of its Work Plan. Work Plan priorities include implementation of investment attraction initiatives, completion of an update to the Impact of FDI in BC report, development of a Subsector Strategy, conclusion of a Value Proposition and Governance Structure Review, submission of funding application for CanExport Community Investments Grants Program, completion of the Expansions Drivers Project, implementation of a global marketing strategy, and program support in the lead up to Web Summit Vancouver. The Work Plan priorities are consistent with the endorsed 2026 Budget and align with the Invest Vancouver 2026 Annual Plan. Pursuant to the Terms of Reference, the meeting schedule proposes four meetings to be held in 2026.

The 2026 Annual Plan sets out strategic priorities that aim to grow the regional economy through the attraction of FDI to secure well-paying and high-quality jobs for the region's residents. FDI plays a critical role in the strength of the regional economy as it creates direct and indirect jobs, stimulates the development of local supply chains, boosts productivity, and strengthens the tax base for regional prosperity. This year's proposed strategic priorities include: drive investment attraction through strategic partnerships; increase the Metro Vancouver region's global profile; and strengthen investment readiness through data-driven decision making and business intelligence.

Recommendation

THAT the Invest Vancouver Management Board:

- a) receive for information the Invest Vancouver Management Board Terms of Reference and the 2026 Annual Meeting Schedule, as presented in the report dated January 26, 2026, titled "2026 Invest Vancouver Management Board Meeting Schedule, Work Plan, and the Invest Vancouver 2026 Annual Plan"; and
- b) endorse the Work Plan and the Invest Vancouver 2026 Annual Plan as presented in the report dated January 26, 2026, titled "2026 Invest Vancouver Management Board Meeting Schedule, Work Plan, and the Invest Vancouver 2026 Annual Plan".

THAT the MVRD Board:

- a) endorse the Invest Vancouver 2026 Annual Plan as attached to the report dated January 26, 2026, titled "2026 Invest Vancouver Management Board Meeting Schedule, Work Plan, and the Invest Vancouver 2026 Annual Plan"; and
- b) direct staff to forward a copy of the endorsed Invest Vancouver 2026 Annual Plan to member jurisdictions for information with an offer of a staff presentation to Council upon request.

- 2. Invest Vancouver Value Proposition and Governance Structure Review** *pg. 62*
Report dated January 28, 2026 from Jacquie Griffiths, President, Invest Vancouver.

Executive Summary

The value proposition and governance structure review was initiated following the MVRD Board’s cost services and efficiencies review conducted in early 2025, as well as the rapidly evolving political and economic context over the five years Invest Vancouver has operated as a regional service. Invest Vancouver engaged the firm Dalberg to conduct the value proposition and governance structure review.

The review found that Invest Vancouver delivers essential investment attraction and economic development services for the Metro Vancouver region. Partners recognize the organization has built a strong foundation during a period of economic and institutional volatility, praising its brand building, research, convening, and intensified foreign direct investment (FDI) efforts. However, its current governance model creates a “vicious cycle” of pressure for short term results and limits operational flexibility, constraining long term impact.

Municipal, provincial, and federal partners see value in Invest Vancouver but seek stronger alignment, coordination, and continued growth in FDI for the region. Municipalities identified the need for increased support for inbound investment, outbound marketing, and local readiness, while senior governments desire a unified regional voice and deeper collaboration on high impact opportunities.

Shifting Invest Vancouver to an arm’s length governance model, which is common among peer Canadian economic development organizations, would unlock greater effectiveness, operational agility, and access to diversified funding. Interviewees identified investment readiness and industry cluster development as priority service gaps where Invest Vancouver is well positioned to lead. These functions align with its core mandate, support tangible outcomes, and create pathways to external provincial, federal, and private sector funding, improving long-term sustainability and reducing reliance on MVRD resources.

Recommendation

THAT the Invest Vancouver Management Board receive for information the report dated January 28, 2026, titled “Invest Vancouver Value Proposition and Governance Structure Review”.

- 3. FDI Growth and Expansion Drivers Survey** *pg. 69*
Report dated January 26, 2026 from Gregory Freeman, Senior Economist, Invest Vancouver.

Executive Summary

A survey of foreign multinational enterprises (MNEs) with operations in the Metro Vancouver region found that firms in export-oriented, high-growth industries widely regard the region as an attractive business location. This finding is valuable for the value proposition advanced by Invest Vancouver because positive peer experiences are one of the most important considerations for prospective investors.

The survey revealed that foreign MNEs typically enter the Metro Vancouver region with a modest initial presence then scale significantly over time. Among surveyed firms, 85 per cent increased employment after entry, with average employment more than tripling from 76 employees at entry to 260 at the time of the survey. While half of the firms employed 30 or more workers at entry, by the time of the survey, employment growth meant that half employed 100 or more. This pattern of reinvestment and expansion demonstrates that the region's value proposition delivers. Similarly, 83 per cent of the firms said they are likely to expand locally within the next three years, a remarkable result given the increasing uncertainty created by tariffs, volatile trade policy, and geopolitical tensions. Most MNE's (74 per cent) expect expansion in the region to be easy, although global economic risks and local cost pressures continue to pose challenges and slow down decision making.

Recommendation

THAT the MVRD Board:

- a) receive for information the report dated January 26, 2026, titled "FDI Growth and Expansion Drivers Survey"; and
- b) direct staff to forward a copy of the report to member jurisdictions for information with an offer of a staff presentation to Council upon request.

4. Investment Attraction 2025 Results and Analysis

pg. 107

Report dated January 26, 2026 from Katie Fitzmaurice, Executive Vice President, Invest Vancouver, and Aaron Aerts, Vice President, Strategic Investment, Invest Vancouver.

Executive Summary

Foreign direct investment (FDI) activity remained subdued in 2025 amid persistent inflation and interest rate pressures and ongoing trade and policy uncertainty. Despite this, Invest Vancouver continued to support high value investment opportunities and strengthen the region's global competitiveness. Given that approximately 85 per cent of Canada's FDI lands in city regions, maintaining a strong global profile is essential as competition for investment with other major centres like Toronto, Montréal, and Calgary has intensified.

As of December 31, 2025, staff are managing 154 active leads with a potential value of \$3.7B in direct investment and 2,650 jobs—up 52 leads, \$700M, and 800+ jobs compared to December 31, 2024. High Tech, Green Economy, Digital Media & Entertainment, and Life Sciences continue to constitute a large majority of the FDI pipeline value. New leads were generated from Europe, Asia, and the US, driven by partner referrals and Invest Vancouver program activity, including 11 outbound missions, 15 inbound delegations, and 12 executive familiarization tours. Invest Vancouver also leveraged major local events, most notably Web Summit Vancouver, to engage investors and promote the region to a global audience.

Despite global economic headwinds in 2025, Invest Vancouver delivered stronger results than the previous year and supported eleven companies land or expand in the region, totaling \$190M in direct investment and 514 expected jobs. To further focus investor targeting, Invest Vancouver also initiated multiple projects including a Subsector Strategy Action Plan to strengthen investment attraction opportunities in 2026 and 2027.

Recommendation

THAT the MVRD Board:

- a) receive for information the report dated January 26, 2026, titled “Investment Attraction 2025 Results and Analysis”; and
- b) direct staff to forward a copy of the report to member jurisdictions for information.

5. Leveraging Major Local Events for Investment Attraction in 2026

pg. 114

Report dated January 22, 2026 from Katie Fitzmaurice, Executive Vice President, Invest Vancouver.

Executive Summary

In 2026, the Metro Vancouver region will host two major local events: Web Summit Vancouver (WSV) and the FIFA World Cup. These events will create a rare opportunity to accelerate foreign direct investment (FDI) attraction into the region. They will significantly increase investor presence, global visibility, and opportunities for curated engagement, enabling Invest Vancouver to compress multi-year relationship-building into a concentrated window of access without the added burden of travelling outside the region. Building on lessons learned from Web Summit 2025, Invest Vancouver has developed a coordinated strategy focused on partner alignment, high-impact groups and environments, and global awareness to drive targeted investor outreach. For the FIFA World Cup, the region’s role as a host city positions the Metro Vancouver region as a global gateway capable of engaging senior decisionmakers, corporate delegations, and institutional investors across multiple markets. Results are, in part, dependent on resourcing and cross-government collaboration, Invest Vancouver aims to convert this increased global attention into increased high-value investment aligned with Metro Vancouver’s priority sectors.

Recommendation

THAT the MVRD Board:

- a) receive for information the report dated January 22, 2026, and titled “Leveraging Major Local Events for Investment Attraction in 2026”; and
- b) direct staff to forward the report dated January 22, 2026, and titled “Leveraging Major Local Events for Investment Attraction in 2026” to member jurisdictions for information.

6. Manager’s Report

pg. 121

Report dated January 29, 2026 from Jacquie Griffiths, President, Invest Vancouver.

Recommendation

THAT the Invest Vancouver Management Board receive for information the report dated January 29, 2026, titled “Manager’s report”.

F. INFORMATION ITEMS

G. OTHER BUSINESS

H. RESOLUTION TO CLOSE MEETING

Note: The Committee must state by resolution the basis under section 90 of the Community Charter on which the meeting is being closed. If a member wishes to add an item, the basis must be included below.

I. ADJOURNMENT

THAT the Invest Vancouver Management Board adjourn its meeting of February 18, 2026.

Membership:

Chair, Linda Buchanan, North Vancouver City	Dahl, Darren, Sauder School of Business, UBC	Nankivell, Jeff, Asia Pacific Foundation of Canada
Vice Chair, Harry Bains, Surrey	Dao, Loc, DigiBC	Pang, Rebecca, Royal Bank of Canada
Burnaby, Richard Lee	Dhaliwal, Bob, International Longshore and Warehouse Union	Patel, Ajay, Vancouver Community College
Coquitlam, Richard Stewart	Goehring, Rob, AlnBC	Seeley, Erin, YMCA Metro Vancouver
Maple Ridge, Dan Ruimy	Hurlburt, Wendy, Life Sciences BC	Vinson, Natiea, First Nationals Technology Council
Richmond, Kash Heed	Kumar, Ajay, BC Hydro	von Sychowski, Stephen, Vancouver and District Labour Council
Vancouver, Mike Klassen	MacKenzie, Patrick, Immigrant Employment Council of BC	Xotta, Peter, Vancouver Fraser Port Authority
West Vancouver, Linda Watt	McDaniel, Michael, Coast Mountain Bus Company	Young, Joslyn, Surrey Board of Trade
Anderson, Bridgitte, Greater Vancouver Board of Trade	McNaney, Mike, Vancouver Airport Authority	Yu, Bryan, Central 1
Armstrong, Colin, HTEC		Zabudsky, Jeff, BCIT
Bak, Andrew, scəwəθən məsteyəx™ (Tsawwassen First Nation)		
Chisholm, Michelle, UFCW 1518		

**METRO VANCOUVER REGIONAL DISTRICT
INVEST VANCOUVER MANAGEMENT BOARD**

Minutes of the Regular Meeting of the Metro Vancouver Regional District (MVRD) Invest Vancouver Management Board held at 1:06 pm on Wednesday, November 19, 2025 in the 28th Floor Boardroom, 4515 Central Boulevard, Burnaby, British Columbia.

MEMBERS PRESENT:

Chair, Director Linda Buchanan, North Vancouver City
 Vice Chair, Director Harry Bains, Surrey*
 Colin Armstrong, HTEC
 Michelle Chisholm, UFCW 1518
 Loc Dao, DigiBC
 Wendy Hurlburt, Life Sciences BC
 Director Mike Klassen, Vancouver
 Councillor Richard Lee, Burnaby*
 Patrick MacKenzie, Immigrant Employment Council of BC
 Michael McDaniel, Coast Mountain Bus Company
 Jeff Nankivell, Asia Pacific Foundation of Canada
 Director Dan Ruimy, Maple Ridge*
 Erin Seeley, YWCA Metro Vancouver
 Mayor Richard Stewart, Coquitlam
 Natiea Vinson, First Nations Technology Council*
 Stephen von Sychowski, Vancouver and District Labour Council
 Councillor Linda Watt, West Vancouver
 Peter Xotta, Vancouver Fraser Port Authority
 Joslyn Young, Surrey Board of Trade*
 Bryan Yu, Central 1

*denotes electronic meeting participation as authorized by the *Procedure Bylaw*

MEMBERS ABSENT:

Bridgitte Anderson, Greater Vancouver Board of Trade
 Andrew Bak, scəwəθən məsteyəx^w (Tsawwassen First Nation)
 Darren Dahl, Sauder School of Business, University of British Columbia
 Bob Dhaliwal, International Longshore and Warehouse Union
 Councillor Kash Heed, Richmond
 Amy Lang, North Shore/Mammoth Studios
 Mike McNaney, Vancouver Airport Authority
 Ajay Patel, Vancouver Community College
 Dr. Jeff Zabudsky, British Columbia Institute of Technology (BCIT)

STAFF PRESENT:

Heather McNell, Deputy Chief Administrative Officer, Policy & Planning
 Jacquie Griffiths, President, Invest Vancouver
 Christine Zhao, Legislative Services Coordinator, Board and Information Services
 Jonathan Cote, Deputy General Manager, Regional Planning & Housing Development

STAFF PRESENT (CONTINUED):

Katie Fitzmaurice, Executive Vice President, Invest Vancouver

Carla Stewart, Regional Planner, Regional Planning & Housing Development

A. ADOPTION OF THE AGENDA**1. November 19, 2025 Meeting Revised Agenda****It was MOVED and SECONDED**

That the Invest Vancouver Management Board adopt the revised agenda for its meeting scheduled for November 19, 2025 as circulated.

CARRIED

B. ADOPTION OF THE MINUTES**1. September 3, 2025 Meeting Minutes****It was MOVED and SECONDED**

That the Invest Vancouver Management Board adopt the minutes of its meeting held September 3, 2025 as circulated.

CARRIED

C. DELEGATIONS

No items presented.

D. INVITED PRESENTATIONS

No items presented.

E. REPORTS FROM COMMITTEE OR CHIEF ADMINISTRATIVE OFFICER**1. Overview of the Agricultural Land Commission Act “50/50” Regulation**

Report dated October 30, 2025 from Carla Stewart, Regional Planner, and Laurel Cowan, Division Manager, Regional Land Use Policy & Planning, Regional Planning, providing the Invest Vancouver Management Board with an overview of the *Agricultural Land Commission Act “50/50”* production and processing regulation.

Jonathan Cote, Deputy General Manager, Regional Planning & Housing Development, provided a high-level overview of the report, noting that the provincial government has set up a taskforce on agriculture and the food economy, which is expected to review policies related to the “50/50” Regulation.

It was MOVED and SECONDED

That the Invest Vancouver Management Board receive for information the report dated October 30, 2025, titled “Overview of the Agricultural Land Commission Act “50/50” Regulation”.

CARRIED

2. Invest Talent Update

Report dated November 3, 2025 from Katie Fitzmaurice, Executive Vice President, Invest Vancouver, providing an update to the Invest Vancouver Management Board and MVRD Board on the progress of advancing Invest Talent and key actions required to support the transition to a sustainable program.

Katie Fitzmaurice provided an overview of the Invest Talent pilot program, noting two upcoming activities including a training session in the med-tech space on December 10, 2025, and a cyber skills hub meeting in Q1 2026.

It was MOVED and SECONDED

That the MVRD Board receive for information the report dated November 3, 2025 titled "Invest Talent Update".

CARRIED**3. FDI Initiative Roundtables Update**

Report dated November 3, 2025 from Sue Mah, Vice President of Partnerships, Invest Vancouver, providing the Invest Vancouver Management Board and MVRD Board an update on Invest Vancouver's FDI Roundtables, an initiative to further inform investment attraction strategies to support sustainable economic growth in the Metro Vancouver region.

Jacque Griffiths provided a verbal update on the report, highlighting the significant work being done to facilitate discussions on key sectors and key markets, as well as Invest Vancouver's position in attracting investment. Members were advised that staff will be able to continue working on this initiative until the end of 2026.

It was MOVED and SECONDED

That the MVRD Board:

- a) receive for information the report dated November 3, 2025, and titled "FDI Initiative Roundtables Update"; and
- b) direct staff to forward the report dated November 3, 2025, and titled "FDI Initiative Roundtables Update" to member jurisdictions.

CARRIED**4. Invest Attraction Update Q3 2025**

Report dated October 22, 2025 from Katie Fitzmaurice, Executive Vice President, Invest Vancouver, providing the Invest Vancouver Management Board and MVRD Board a summary of investment attraction activities in Q3 2025, July 1 to September 30, 2025.

Katie Fitzmaurice introduced the report, noting that as of the end of Q3 2025, Invest Vancouver is managing 178 active investment leads, representing over \$3.8 billion in potential direct investment over three years and over 2,800 projected jobs. She also highlighted work specific to developing sub-sector strategies. It was noted that this work is being done during a time of significant global changes to ensure work is as targeted as possible.

Loc Dao shared updates on delegations to Gamescom in Germany and Web Summit in Lisbon, supported by Invest Vancouver and Innovate BC. These initiatives are expected to help expand trade, attract investment and create new opportunities.

It was MOVED and SECONDED

That the MVRD Board:

- a) receive for information the report dated October 22, 2025, and titled “Investment Attraction Update Q3 2025”; and
- b) direct staff to forward the report dated October 22, 2025, and titled “Investment Attraction Update Q3 2025”, to member jurisdictions.

CARRIED

5. Manager's Report

Report dated November 3, 2025 from Jacquie Griffiths, President, Invest Vancouver, providing an update on various work streams, including the 2025 Work Plan, 2026 Budget and Five-Year Financial Plan, Invest Vancouver’s value proposition and sustainability review, tariff, H-1B Visa, sub-sector strategies, FIFA World Cup, and the “Team Metro Vancouver” Initiative.

Jacquie Griffiths highlighted the recent webinars hosted by Invest Vancouver and the opportunity to leverage them as a result of changes to the US H-1B visa. These webinars allowed Invest Vancouver staff to engage with companies considering relocation to Canada and the Metro Vancouver region. Regarding the ongoing work on value proposition and sustainability, it was also noted that staff have begun engaging with key leaders in the regional economy to identify areas that will add value over the next five years and explore options for a sustainable model moving forward.

It was MOVED and SECONDED

That the Invest Vancouver Management Board receive for information the report dated November 3, 2025, and titled “Manager’s Report”.

CARRIED

F. INFORMATION ITEMS

1. **Europe and Asia to U.S. in Metro Vancouver Investment Leads - Coast Reporter, Stefan Labbe**
2. **Key sectors underpin Metro Vancouver’s growth ambitions - Western Investor - John Kurucz and Peter Mitham**
3. **Look West - Jobs and Prosperity for a Stronger BC and Canada**

G. OTHER BUSINESS

No items presented.

H. RESOLUTION TO CLOSE MEETING

No items presented.

I. ADJOURNMENT

It was MOVED and SECONDED

That the Invest Vancouver Management Board adjourn its meeting of November 19, 2025.

CARRIED

(Time: 2:00 pm)

Christine Zhao,
Legislative Services Coordinator

Linda Buchanan,
Chair

80666192

To: Invest Vancouver Management Board

From: Jacquie Griffiths, President, Invest Vancouver
Sue Mah, Vice President, Partnerships, Invest Vancouver

Date: January 26, 2026 Meeting Date: February 18, 2026

Subject: **2026 Invest Vancouver Management Board Meeting Schedule, Work Plan, and the Invest Vancouver 2026 Annual Plan**

RECOMMENDATION

THAT the Invest Vancouver Management Board:

- a) receive for information the Invest Vancouver Management Board Terms of Reference and the 2026 Annual Meeting Schedule, as presented in the report dated January 26, 2026, titled “2026 Invest Vancouver Management Board Meeting Schedule, Work Plan, and the Invest Vancouver 2026 Annual Plan”; and
- b) endorse the Work Plan and the Invest Vancouver 2026 Annual Plan as presented in the report dated January 26, 2026, titled “2026 Invest Vancouver Management Board Meeting Schedule, Work Plan, and the Invest Vancouver 2026 Annual Plan”.

THAT the MVRD Board:

- a) endorse the Invest Vancouver 2026 Annual Plan as attached to the report dated January 26, 2026, titled “2026 Invest Vancouver Management Board Meeting Schedule, Work Plan, and the Invest Vancouver 2026 Annual Plan”; and
 - b) direct staff to forward a copy of the endorsed Invest Vancouver 2026 Annual Plan to member jurisdictions for information with an offer of a staff presentation to Council upon request.
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EXECUTIVE SUMMARY

Invest Vancouver provides a unified regional approach to attract foreign direct investment (FDI) for the Metro Vancouver region. This report brings forward the Invest Vancouver Management Board’s Terms of Reference, Annual Meeting Schedule, and Work Plan, as well as the Invest Vancouver 2026 Annual Plan that guides the investment attraction work of Invest Vancouver.

The Terms of Reference for the Invest Vancouver Management Board sets out the standing committee’s responsibilities and provides guidance and oversight on the implementation of its Work Plan. Work Plan priorities include implementation of investment attraction initiatives, completion of an update to the *Impact of FDI in BC* report, development of a Subsector Strategy, conclusion of a Value Proposition and Governance Structure Review, submission of funding application for CanExport Community Investments Grants Program, completion of the Expansions Drivers Project, implementation of a global marketing strategy, and program support in the lead up to Web Summit Vancouver. The Work Plan priorities are consistent with the endorsed 2026 Budget and align with the Invest Vancouver 2026 Annual Plan. Pursuant to the Terms of Reference, the meeting schedule proposes four meetings to be held in 2026.

2026 Invest Vancouver Management Board Meeting Schedule, Work Plan, and the Invest Vancouver 2026 Annual Plan

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The 2026 Annual Plan sets out strategic priorities that aim to grow the regional economy through the attraction of FDI to secure well-paying and high-quality jobs for the region's residents. FDI plays a critical role in the strength of the regional economy as it creates direct and indirect jobs, stimulates the development of local supply chains, boosts productivity, and strengthens the tax base for regional prosperity. This year's proposed strategic priorities include: drive investment attraction through strategic partnerships; increase the Metro Vancouver region's global profile; and strengthen investment readiness through data-driven decision making and business intelligence.

PURPOSE

To provide the Invest Vancouver Management Board with its Terms of Reference, Committee Meeting Schedule, Work Plan, and Invest Vancouver 2026 Annual Plan; and to provide the MVRD Board the Invest Vancouver 2026 Annual Plan.

BACKGROUND

Annually, following the MVRD Board inaugural meeting in November 2025, the MVRD Board Chair establishes the committee structure and the Terms of Reference for each standing committee for the new year. To support the committee (Invest Vancouver Management Board) in its work, this report brings forward the Work Plan, 2026 Annual Committee Meeting Schedule, and the Invest Vancouver 2026 Annual Plan. The work that stems from the Work Plan and the Invest Vancouver 2026 Annual Plan are integral deliverables to support the growth of the regional economy through the attraction of FDI.

2026 WORK PLAN

The Work Plan for the Invest Vancouver Management Board (**Attachment 1**) aligns with the 2026 Budget approved by the MRVD Board, the Invest Vancouver 2026 Annual Plan (**Attachment 4**), is consistent with the Invest Vancouver Management Board's Terms of Reference (**Attachment 2**); and is brought forward for the committee's information, review, and endorsement.

Key items in the Work Plan for the Invest Vancouver Management Board are described below:

- Implementing investment attraction initiatives that include promoting the region's competitive advantages to an international audience, facilitating site selection support, leading inbound delegations and executive familiarization tours, and implementing lead generation and outbound strategies;
- Completing an update to the *Impact of FDI in BC* report;
- Developing a Subsector Strategy;
- Concluding Invest Vancouver's Value Proposition and Governance Structure Review project;
- Submitting funding application for CanExport Community Investment Grant Program;
- Completing the Expansions Drivers Project;
- Implementing a global marketing strategy; and
- Promoting the region's high-tech sector in the lead up and during Web Summit Vancouver in collaboration with the Naturally Innovative Alliance – a government consortium that brought the high-tech conference to the Metro Vancouver region.

The committee will receive a status of the Work Plan priorities on a quarterly basis per the committee's meeting schedule.

2026 ANNUAL MEETING SCHEDULE

The Procedure Bylaw requires the Corporate Officer to provide the committee with an annual meeting schedule for the upcoming year, including the date, time, and place of the meetings (**Attachment 3**).

Meeting Place

Committee meetings will be held at Metro Vancouver Boardroom, 28th floor, 4515 Central Blvd, Burnaby, BC, unless otherwise specified on the Metro Vancouver public notice board, the Metro Vancouver website, and the respective agenda.

INVEST VANCOUVER 2026 ANNUAL PLAN

Staff developed the Invest Vancouver 2026 Annual Plan that details the strategic priorities to guide Invest Vancouver's investment attraction initiatives and activities. With today's unprecedented geopolitical uncertainties, Invest Vancouver is prepared to complete the necessary projects, promote the region's competitive advantages to an international audience, and collaborate with ecosystem partners to build investor readiness and amplify the Metro Vancouver region's value proposition.

Engagement

Invest Vancouver advanced an engagement process with stakeholders to inform the annual plan's strategic priorities. Invest Vancouver conducted 17 interviews with industry and business leaders, facilitated a workshop with members of the Invest Vancouver Advisory Committee, as well as a voluntary working session with some members of the Invest Vancouver Management Board. Key elements of the Invest Vancouver 2026 Annual Plan will also be shared with partners when the plan has been finalized and endorsed by the MVRD Board.

Strategic Priorities

The Invest Vancouver 2026 Annual Plan strategic priorities are as follows:

1. Drive investment attraction through strategic partnerships:
 - Align regional action on priority investment opportunities by engaging partners to establish shared goals for a targeted investor experience.
 - Advance strategic investment opportunities as one by bringing together business, municipal, Indigenous, industry, and government partners regularly to share intelligence, identify pathways for success, and collectively advance opportunities that have a regional significance.
 - Strengthen investment attraction through meaningful member engagement by collaborating across jurisdictions to identify and coordinate investment attraction opportunities and aftercare support.
2. Increase the Metro Vancouver region's global profile
 - Engage global networks to position the region as investment ready by leveraging international partnerships, missions, and investor facing platforms to demonstrate the region's readiness for strategic investment.
 - Expand global awareness of the Metro Vancouver region's strengths by promoting its competitive advantages, industry strengths and innovation to an international audience.
 - Sharpen the regional value proposition by developing and strengthening a unified message that conveys to investors the region's unique advantages and future potential.
3. Strengthen investment readiness through data-driven decision making and business intelligence
 - Build shared insight on regional competitiveness by utilizing research and analysis that strengthens regional understanding of the drivers that unlock competitiveness, including industry trends, infrastructure needs, and labour market dynamics.
 - Identify emerging opportunities and areas of economic transition by monitoring global and domestic forces shaping key industries to help anticipate change, support sector growth, and prepare for new areas of investment potential.

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- Equip partners with actionable intelligence by sharing research, data, and applied analysis that help partners plan strategically and advance opportunities that contribute to investor readiness.

Major Initiatives, Activities, and Projects

To support the strategic priorities, the following table outlines the planned initiatives, activities and projects that will be conducted in 2026 to enhance the attraction of foreign direct investment:

Table 1: Initiatives, Activities and Projects for FDI Attraction

INVESTMENT ATTRACTION	Strategic Priority		
	1	2	3
Continue to build a strong pipeline of qualified investment prospects in priority sectors in key markets	✓	✓	✓
Develop and utilize sector-specific investment attraction strategies to attract high-value investment that aligns with regional priorities	✓	✓	✓
Provide tailored support for investors to navigate the region's business landscape	✓		
Track and report on investment opportunities to maintain momentum and accountability throughout the investment process	✓		✓
Support member jurisdictions in aftercare efforts for retention and expansion of multinational enterprises	✓		
MARKETING AND PROMOTION	Strategic Priority		
	1	2	3
Expand international branding efforts at major global events to position Invest Vancouver as a credible and trusted partner to investors considering the Metro Vancouver region	✓	✓	
Optimize Invest Vancouver's website and digital channels to feature the region's value proposition, investment opportunities, and sector strengths		✓	✓
Execute targeted campaigns across digital platforms to raise awareness among global investors of the Metro Vancouver region as a world-class investment destination		✓	
Develop sector specific profiles, investment guides, videos and other multimedia collaterals to support multinationals with expansion into the region	✓	✓	✓
Conduct and test market research to align key messaging with specific global markets	✓	✓	✓
GLOBAL PROMOTION ON THE LOCAL STAGE	Strategic Priority		
	1	2	3
Partner with the Naturally Innovative Alliance for Web Summit Vancouver to deliver an extensive investor targeted program that highlights the strengths of the region's tech ecosystem	✓	✓	
Coordinate business development opportunities through collaborative partnerships during FIFA World Cup 2026*	✓	✓	
INVESTOR READINESS AND CLUSTER DEVELOPMENT	Strategic Priority		
	1	2	3
Establish sector-specific and market-specific roundtables that bring together key partners to align strategies and efforts in investment attraction and amplify diversification efforts	✓		✓

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Explore partnerships to execute on industry-driven workforce development initiative to maintain a strong talent pool for current and prospective investments*	✓	✓	✓
Pursue external funding to support skill development initiative in key sectors*	✓		
BUSINESS INTELLIGENCE FOR FDI	Strategic Priority		
	1	2	3
Develop investor friendly information and materials summarizing provincial and federal grants, tax credits, and other incentives available in the Metro Vancouver region*	✓	✓	✓
Disseminate results from the Expansion Drivers Study including growth patterns among foreign multinational enterprises in part of an overall global marketing strategy	✓	✓	✓
Update and publish the next version of <i>The Impact of FDI in BC</i> report to understand current investment trends by country and by industry	✓		✓
Develop materials highlighting member jurisdictions assets and promoting their strengths	✓	✓	✓
REGIONAL LEADERSHIP AND RESILIENCE	Strategic Priority		
	1	2	3
Build capacity and coordination in investment attraction through region-wide FDI training*	✓		✓
Monitor and identify major local procurement opportunities that may drive international investment interest*	✓		✓
Identify new third-party funding opportunities to assist Invest Vancouver in delivering and/or expanding FDI attraction services to increase the flow of investment into the region	✓	✓	✓
Complete an organizational value proposition and sustainability review to optimize service delivery and resource deployment		✓	✓

ALTERNATIVES

1. THAT the Invest Vancouver Management Board:
 - a) receive for information the Invest Vancouver Management Board Terms of Reference and the 2026 Annual Meeting Schedule, as presented in the report dated January 26, 2026, titled “2026 Invest Vancouver Management Board Meeting Schedule, Work Plan, and the Invest Vancouver 2026 Annual Plan”; and
 - b) endorse the Work Plan and the Invest Vancouver 2026 Annual Plan as presented in the report dated January 26, 2026, titled “2026 Invest Vancouver Management Board Meeting Schedule, Work Plan, and the Invest Vancouver 2026 Annual Plan”.

THAT the MVRD Board:

- a) endorse the Invest Vancouver 2026 Annual Plan as attached to the report dated January 26, 2026, titled “2026 Invest Vancouver Management Board Meeting Schedule, Work Plan, and the Invest Vancouver 2026 Annual Plan”; and
- b) direct staff to forward a copy of the endorsed Invest Vancouver 2026 Annual Plan to member jurisdictions for information with an offer of a staff presentation to Council upon request.

2026 Invest Vancouver Management Board Meeting Schedule, Work Plan, and the Invest Vancouver 2026 Annual Plan

Invest Vancouver Management Board Regular Meeting Date: February 18, 2026

Page 6 of 6

2. THAT the Invest Vancouver Management Board:
 - a) receive for information the Invest Vancouver Management Board Terms of Reference and the 2026 Annual Meeting Schedule, as presented in the report dated January 26, 2026, and titled “2026 Invest Vancouver Management Board Meeting Schedule, Work Plan, and the Invest Vancouver 2026 Annual Plan”; and
 - b) endorse the Work Plan, as presented in the report dated January 26, 2026, and titled “2026 Invest Vancouver Management Board Meeting Schedule, Work Plan, and the Invest Vancouver 2026 Annual Plan, incorporating the requested changes from the Invest Vancouver Management Board.

THAT the MVRD Board:

- a) endorse the Invest Vancouver 2026 Annual Plan as attached to the report dated January 26, 2026, and titled “2026 Invest Vancouver Management Board Meeting Schedule, Work Plan, and the Invest Vancouver 2026 Annual Plan”, incorporating the requested changes from the Invest Vancouver Management Board; and
- b) direct staff to forward a copy of the endorsed Invest Vancouver 2026 Annual Plan that incorporates the requested changes from the Invest Vancouver Management Board to member jurisdictions for information with an offer of a staff presentation to Council upon request.

FINANCIAL IMPLICATIONS

The Work Plan priorities and annual plan activities are consistent and within allocation of Invest Vancouver’s Board approved 2026 budget. Committee meeting expenses and remuneration associated with meeting attendance have been allocated to the corporation’s annual budget. Staff will apply for 2026/2027 CanExport Community Investments grant funding to help subsidize Invest Vancouver’s investment attraction strategies. Outcome of the grant submission is anticipated in March 2026.

CONCLUSION

The Work Plan presented in this report identifies the priorities for the Invest Vancouver Management Board in 2026 and is consistent with the Terms of Reference, the MVRD Board approved Invest Vancouver 2026 budget, and the Invest Vancouver 2026 Annual Plan. To assist the Invest Vancouver Management Board, the 2026 Annual Meeting Schedule has been established to support the completion of work identified in the Work Plan. The strategic priorities outlined in the Invest Vancouver 2026 Annual Plan include: drive investment attraction through strategic partnerships; increase the Metro Vancouver region’s global profile; and strengthen investment readiness through data-driven decision making and business intelligence. These strategic priorities are key to attracting foreign direct investment to the Metro Vancouver region to facilitate the creation of well-paying and high-quality jobs for the region’s residents for ongoing prosperity. Staff recommend Alternative 1.

ATTACHMENTS

1. Invest Vancouver Management Board 2026 Work Plan.
2. Invest Vancouver Management Board Terms of Reference.
3. Invest Vancouver Management Board 2026 Annual Meeting Schedule.
4. Invest Vancouver Draft 2026 Annual Plan.
5. Presentation re: Work Plan and 2026 Annual Plan Presentation.

80899836

Invest Vancouver Management Board 2026 Work Plan

Report Date: January 26, 2026

Priorities

1 st Quarter	Status
2026 Invest Vancouver Management Board Meeting Schedule, Work Plan, and Invest Vancouver Annual Plan	In Progress
Invest Vancouver Value Proposition and Governance Review Update	In Progress
Investment Attraction 2025 Results and Analysis	In Progress
Major Local Investment Attraction Events Update	In Progress
FDI Growth and Expansion Drivers Survey	In Progress
2 nd Quarter	
Investment Attraction Q1 2026 Update	Pending
CanExport Awards 2025/2026	Pending
Major Local Investment Attraction Events Update	Pending
Subsector Strategy Update	Pending
Invest Talent	Pending
3 rd Quarter	
Major Local Investment Attraction Events	Pending
Investment Attraction Q2-2026 Update	Pending
Invest Vancouver 2026 Annual Plan Mid-Year Deliverables and KPIs Update	Pending
Value Proposition and Governance Structure Review	Pending
4 th Quarter	
Investment Attraction Q3-2026 Update	Pending
2027 Budget and 5 Year Financial	Pending
FDI Report	Pending
Regional Collaboration and Partnership Update	Pending
Global Marketing Strategy Update	Pending

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Invest Vancouver Management Board

MVRD Board Standing Committee

Terms of Reference

The Invest Vancouver Management Board is the standing committee of the Metro Vancouver Regional District (MVRD) Board responsible for providing strategic guidance for Invest Vancouver.

SCOPE OF INVEST VANCOUVER

Invest Vancouver is Metro Vancouver's economic development leadership service for the region. By conducting research and policy analysis, fostering collaboration on a local, national, and global scale and attracting strategic investment in export-oriented industries, Invest Vancouver is facilitating a resilient and inclusive regional economy for all.

Invest Vancouver's mandate is to support the attraction of strategic investment, to facilitate the creation of high-value jobs. There are three areas of focus to facilitate this:

- Attract strategic investment in the region's targeted sectors;
- Conduct Research and policy analysis; and
- Foster collaboration by providing a platform for regional collaboration on issues relevant to the economy.

MANAGEMENT BOARD RESPONSIBILITIES

The Invest Vancouver Management Board will provide advice and recommendations to the MVRD Board on issues related to Invest Vancouver. Key responsibilities for the Management Board include:

- Providing guidance on the work plan and resource requirements for Invest Vancouver;
- Engaging leaders from government, First Nations, business, academia, labour and the community sector in dialogue on the regional economy, including initiatives to promote the region's economic strengths and livability and identifying the information and economic analysis required to inform a collaborative approach; and
- Supporting efforts to attract strategic investment to the region.

ORGANIZATIONAL RESPONSIBILITIES

- Metro Vancouver respects the traditional territories, histories, and cultures of First Nations. The Committee, as it undertakes its work, should consider First Nations' interests and ways to enhance engagement and collaborative relationships between Metro Vancouver and First Nations.
- Metro Vancouver has corporate objectives to reduce greenhouse gas emissions and use clean and renewable energy in its operations. The Committee, as it undertakes its work, should consider the climate action implications of capital and operating programs and projects, in addition to ensuring resilience to climate-related impacts and risks.

Invest Vancouver Management Board Terms of Reference

Page 2 of 3

MANAGEMENT BOARD MEMBERSHIP

To ensure a cross section of sectoral representation, the MVRD Board Chair will consider representation from the following groups:

MVRD Board	7
Business	3
Industry Associations	3
Vancouver Fraser Port Authority, YVR, and TransLink	3
Academic Institutions	3
Boards of Trade/Chambers of Commerce	3
First Nations	2
Utilities	1
Labour	3
Community Organizations	2
Federal	1
Province	1

The term for each appointed sectoral representative is one year, with a maximum of four consecutive years, except at the discretion of the Board Chair.

MVRD Board Appointments

The Chair and Vice Chair of the Management Board are appointed annually by the Chair of the MVRD Board. The MVRD Board Chair also appoints an additional five Metro Vancouver Board Directors with representation from each of the four Metro Vancouver sub-regions:

- i. Central – Vancouver, Burnaby, New Westminster, and Electoral Area A;
- ii. Northwest – North Vancouver District, North Vancouver City, West Vancouver, Bowen Island, and Lions Bay;
- iii. Northeast – Coquitlam, Port Coquitlam, Port Moody, Pitt Meadows, Maple Ridge, Belcarra, and Anmore; and
- iv. Fraser South – Richmond, Surrey, Township of Langley, City of Langley, Delta, White Rock, and Tsawwassen First Nation.

MANAGEMENT BOARD MEETINGS

The Management Board will meet quarterly or at the call of the Chair. A quorum of 50% plus one of the Management Board membership is required to conduct Management Board business. To complement regular Management Board meetings, members may be expected to attend additional events such as site tours or meetings that include additional stakeholders.

MANAGEMENT BOARD SUPPORT

The Management Board Chair will be the chief spokesperson on matters of public interest within the Management Board's purview. For high profile issues, the role of spokesperson rests with the MVRD Board Chair or Vice Chair. On technical matters, or in cases where an initiative is still at the staff proposal level, the Chief Administrative Officer or delegate is the appropriate spokesperson. Where necessary and practical, the Board Chair, Management Board Chair, and Chief Administrative Officer will confer to determine the most appropriate representative to speak.

Invest Vancouver Management Board Terms of ReferencePage 3 of 3

The Chief Administrative Officer assigns a Committee Manager for the Committee. The Committee Manager is responsible for coordinating agendas and is the principal point of contact for Management Board members.

Invest Vancouver Management Board 2026 Annual Meeting Schedule

28th Floor, 4515 Central Boulevard, Burnaby, BC

2026 Meeting Dates*:

- Wednesday, February 18, 2026 at 9:00 am
- Wednesday, May 20, 2026 at 9:00 am
- Thursday, July 16, 2026 at 9:00 am
- Friday, September 11, 2026 at 9:00 am

**Committee Meetings are subject to change*



DRAFT
2026 Annual Plan

**INVEST
VANCOUVER**
A service of **metrovancouver**

Indigenous Territorial Recognition

Metro Vancouver acknowledges that the region's residents live, work, and learn on the shared territories of many Indigenous peoples, including 10 local First Nations: ḱíćəý (Katzie), ḱʷɑ:ńłəń (Kwantlen), kʷíkʷəłəm (Kwikwetlem), máthxwi (Matsqui), xʷməθkʷəyám (Musqueam), qíqéyt (Qayqayt), Semiahmoo, Skwxwú7mesh Úxwumixw (Squamish), scəwáθən məsteyəxʷ (Tsawwassen), and səlilwətał (Tseil-Waututh).

About Metro Vancouver

Metro Vancouver is a diverse organization that plans for and delivers regional utility services, including water, sewers and wastewater treatment, and solid waste management. It also regulates air quality, plans for urban growth, manages a regional parks system, provides affordable housing, supports economic development, and serves as a regional federation.

The organization is a federation of 21 municipalities, one electoral area, and one treaty First Nation located in the region of the same name. Metro Vancouver is governed by four separate Boards of Directors of elected officials from member jurisdictions.

Invest Vancouver was established as a core service of Metro Vancouver in 2021 to undertake a regional approach to economic development and strategic investment attraction, serving as a key contact for incoming investors interested in the region's economic opportunities. Invest Vancouver works closely with its member jurisdictions to promote a unified regional brand, attract investment, and advance investment readiness and industry cluster development to ensure that the Metro Vancouver region remains competitive in the rapidly evolving global economy.

Cover:

City of Vancouver

City of Pitt Meadows

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Introduction

Positioned for Global Opportunity

The Metro Vancouver region is Canada's third largest economic hub, known for its innovation, diverse industries, skilled workforce, and strong connections to global markets. As the country's Asia-Pacific gateway, the region benefits from world-class transportation assets, a vibrant entrepreneurial ecosystem, and the natural beauty and quality of life that continue to draw talent and companies from around the world.

A Global Landscape Defined by Rapid Change

The global investment environment has shifted dramatically. Competition for high-value investment is intensifying as city-regions around the world adapt their strategies to attract multinational companies. Emerging technologies, including applied AI and automation, are reshaping labour markets and industry structures at an unprecedented pace, while geopolitical dynamics continue to influence trade routes, supply chains, investment decisions, and the movement of capital.

These realities create both opportunity and urgency for city-regions as they compete globally. Invest Vancouver needs to position the Metro Vancouver region prominently with a strong brand and value proposition, and support investors with confidence and clarity at a time that has never mattered more.

Distinct Strengths and Diverse Priorities

The Metro Vancouver regional government represents the perspectives and priorities of 21 municipalities, one treaty First Nation, and one electoral area. This level of democratic representation brings meaningful strengths to the region as well as:

- engaged local decision-making;
- distinct economic specializations; and
- a diversity of community strengths that enrich the region's overall value proposition.

At the same time, investors expect clarity, coordination, and accessible support to help streamline their decision-making processes as the region's complexity means that regulatory processes, permitting pathways, industrial land availability, and infrastructure capacity can vary significantly from one jurisdiction to another.

Companies evaluating where to establish or expand operations consistently look for alignment with business conditions, talent availability, infrastructure readiness, and the ability to plan with certainty. This is the reason that every large city-region in Canada has a regional economic development and investment attraction service. Ultimately, a unified brand operating with a single regional voice and a central point of contact is needed to compete for the increasing inflow of foreign direct investment coming into Canada. It also allows the region to showcase its strengths so that companies can make informed decisions seamlessly and with confidence.

A Plan Shaped by Shared Insight and Collaboration

The priorities in this annual plan were shaped through engagement with regional leaders, including members of the Invest Vancouver Advisory Committee and the Invest Vancouver Management Board, the Metro Vancouver Regional District Board of Directors, and other partners. Through this engagement, several themes emerged. Leaders emphasized the importance of articulating the region's value proposition with clarity, demonstrating how municipal partners collaborate to support high-quality investment, and ensuring that investors see that the Metro Vancouver region is competitive, innovative, and forward-thinking. They highlighted the need to reinforce the region's strengths, communicate with greater visibility and conviction, and continue building alignment to enable companies to plan and grow with confidence.

The result of this engagement is a plan that is grounded in shared regional insight and reflects the strengths and aspirations of partners across the Metro Vancouver region.

A Shared Path Forward for the Region

The priorities for 2026 reflect a commitment to building on regional collaboration, elevating the Metro Vancouver region's global profile, and enhancing strength and resilience in a dynamic economic environment. Priorities were drawn from collective insights and reinforce a shared commitment to securing high-quality jobs, attracting strategic investment, and supporting a prosperous future for all communities and residents in the Metro Vancouver region.



The Metro Vancouver Regional Economy

Located on Canada's west coast in the province of British Columbia, the Metro Vancouver region is a globally connected hub of opportunity and innovation.

- **3rd-largest** economy in Canada
- **\$254 billion** GDP,¹ **64%** of British Columbia's GDP (2024)
- Over **3 million** residents,² representing over half the population of British Columbia
- **1.7 million** workers³
- World-class, globally connected airport with direct flights to **70+** international destinations
- Home to Canada's largest port and the most diversified port in North America, handling **\$300 billion** in goods each year
- Streamlined access to **1.5 billion** consumers across **51** countries through trade agreements covering **63%** of global GDP

1 Invest Vancouver estimate in 2024 dollars based on BC Stats, Statistics Canada, and the Conference Board of Canada data

2 BC Stats

3 Lightcast



Metro Vancouver region



About Us

Who We Are

Invest Vancouver is Metro Vancouver's regional economic development service. Our mandate is to attract foreign direct investment, strengthen the region's key industries, and support the creation of high-quality jobs that contribute to long-term prosperity. Invest Vancouver works in partnership with member jurisdictions, First Nations, industry and business leaders, and other orders of government to advance shared regional economic goals.

Our Role

Invest Vancouver was established to provide economic development and investment attraction services across the entire Metro Vancouver region. Our role is to advance a unified global brand and ensure the region's value proposition is recognized internationally. Invest Vancouver is committed to increasing alignment across member jurisdictions so investors can experience the Metro Vancouver region as confident, coordinated, and competitive under a single, unified regional voice.

Our Commitment

By connecting regional strengths, aligning partners, and supporting high-quality foreign direct investment, Invest Vancouver ensures the region continues to thrive in a competitive global economy.

Invest Vancouver is supporting a prosperous future for all communities and residents in the Metro Vancouver region. This includes working in partnership with First Nations and regional leaders to advance economic reconciliation through collaborative initiatives that promote investment and shared economic opportunities.

The 2026 priorities reflect this commitment and the shared aspirations of partners across the Metro Vancouver region.

What We Do

Around the World

Invest Vancouver promotes the strengths of the Metro Vancouver region globally and provides tailored services to help companies navigate the business landscape; supporting growth and expansion opportunities.

In the Region

Our work is focused on positioning the Metro Vancouver region for success by championing strategic initiatives, building partnerships, and delivering data-driven research.



City of Richmond

How We Are Guided

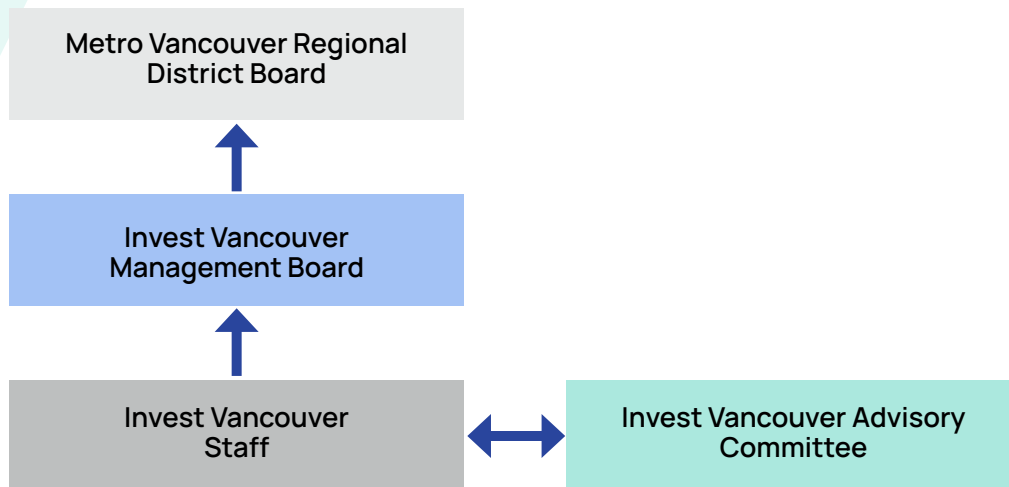
Invest Vancouver Management Board

The Invest Vancouver Management Board brings together leaders from academia, industry and labour associations, businesses, federal and provincial authorities, First Nations, and community organizations. The Invest Vancouver Management Board provides strategic direction on investment priorities and gives recommendations to the Metro Vancouver Regional District Board – ensuring that the work reflects regional interests and long-term economic priorities.

Invest Vancouver Advisory Committee

The Invest Vancouver Advisory Committee includes economic development practitioners from member jurisdictions. They provide advice on strategic investment. Their coordination provides guidance on how the Invest Vancouver service can support cross-regional collaboration and amplify economic development initiatives in member jurisdictions.

Figure 1: Invest Vancouver Governance



Why Attracting Foreign Direct Investment Matters

Attracting foreign direct investment (FDI) is critical in building a strong and resilient regional economy. About 85 per cent of FDI coming into Canada lands in city-regions.⁴



Affordability

Affordability is an important consideration in the Metro Vancouver region. There are two components to affordability: what it costs to live and what people earn. FDI has a significant impact on earnings by creating high-quality, well-paying jobs for residents. For example, the professional, scientific and technical services sector is the fastest-growing source of employment for foreign multinational enterprises operating in BC. The average wage in this sector is 43 per cent higher than the provincial average wage across all industries. A focus on growing FDI in this sector gives residents more opportunities to increase earning power, which then supports families and strengthens communities.



Driving Economic Growth

FDI fuels long-term economic and employment growth. Between 2016 to 2022, employment at foreign multi-national enterprises (MNEs) in BC increased by 46 per cent, nearly three times faster than overall job growth in the province (17 per cent). New operations and expansions stimulate the development of local supply chains; furthering employment opportunities and local economic activity.

⁴ Consider Canada City Alliance, 2024



Accelerating Innovation

FDI strengthens economies by boosting productivity and driving innovation. MNEs also expand exports and market diversification, with foreign-owned firms accounting for 56.4 per cent of Canadian goods exports in 2024. They introduce global best practices and advanced technologies that often spill over to local firms, raising productivity across entire sectors. In addition, MNEs invest in workforce training and skill development, helping local talent to compete and thrive in a global economy.

Regardless of where an MNE lands, its arrival creates ripple effects across the regional economy. When new companies invest or expand, they create direct jobs with competitive wages. A resounding number of the workforce employed by multinational enterprises tend to live outside of the jurisdiction they work in, and those employees will spend their earned wages in the local communities they live in, supporting the growth of indirect jobs and more business activity. This local spending incurs more tax revenue to facilitate government investment in infrastructure and other critical services, making the region an even more attractive place to live, work, and do business.

⁵ Invest Vancouver, The Impact of Foreign Direct Investment in British Columbia, 2024

Impact of FDI in British Columbia

- 349,000 people in BC were employed by foreign MNEs in 2022, ranking third in Canada⁵
- FDI induced jobs tend to pay 43% higher than the average provincial wage⁵
- Over \$37 billion contributed to BC's GDP in 2022⁵
- 1 in 3 foreign MNE jobs gained in Canada were in BC⁵

Key Industries

Invest Vancouver focuses on attracting strategic investment in growing export-oriented industries that foster the creation of high-quality jobs within the region. These industries include high-tech, digital media and entertainment, life sciences, cleantech, agritech, transportation and logistics, and apparel. To align with provincial and federal priorities, Invest Vancouver also explores emerging opportunities that capitalize on FDI inflows, specifically in defense and other subsectors including quantum, artificial intelligence, cybersecurity, aerospace, and others.

Key Industries



High-tech

Approximately **125,000 employees** as of 2021⁶

\$31+ billion invested in tech firms headquartered in the Metro Vancouver region, 2018–2023⁶

5th fastest-growing tech talent market in North America, with ~31% growth over five years⁷



Digital Media & Entertainment

3rd-largest film and TV production centre in North America⁸

1,000+ digital media & entertainment businesses⁹

40,000 skilled workers in digital media & entertainment⁹



Cleantech

\$5.4 billion USD was raised by cleantech firms headquartered in the region (2020–2024)¹⁰

260+ cleantech businesses operate in the region, including **6** on the **2024 Global Cleantech 100**¹⁰

60% of Canada's total research investment in hydrogen and fuel cell development comes from British Columbia¹⁰

⁶ Invest Vancouver, The Metro Vancouver Region's High-tech Engine: Boosting the Economic Landscape, 2024

⁷ CBRE, Scoring Tech Talent 2024, 2024

⁸ Creative BC

⁹ Nordicity, Metro Vancouver Digital Media & Entertainment Sector Profile (prepared for Invest Vancouver), 2023

¹⁰ Invest Vancouver, Cleantech Industry Snapshot: Insights & Opportunities in the Metro Vancouver Region, 2025



Life Sciences

\$3.5 billion USD invested in Life Sciences companies with headquarters in the region, 2018–2023¹¹

1st in Canada in patents per capita in biotechnology, pharmaceuticals, medical devices, and healthcare¹¹

1 in 5 Canadian clinical trials – 1,350+ annually – are conducted in BC¹²



Agritech and Foodtech

87+ firms operating in the region¹³

\$1.2+ billion USD invested in agritech and foodtech firms, 2020–2024¹³

78% of the provincial food supply flows through the region¹⁴



Apparel

1st in textiles companies per capita¹⁵

2nd in Canada for total number of textiles companies¹⁵

3rd in textiles employment¹⁵



Transportation & Logistics

Largest port in Canada¹⁶

2nd-busiest airport in Canada¹⁷

118 non-stop destinations in Canada, the US, and 65+ international destinations via chartered and regularly scheduled flights¹⁸

11 Invest Vancouver, Life Sciences in Metro Vancouver: Shaping a globally Prominent R&D Hub, 2023

12 Life Sciences in British Columbia, Life Sciences in British Columbia: Sector Profile, May 2023, 2023

13 Invest Vancouver, Industry Overview: Agri-foodtech, 2025

14 Serecon, Agri-Foodtech Industry Analysis, 2025


15 Invest Vancouver, Industry Overview: Apparel Industry, 2024

16 Port of Vancouver, Financial Report 2023

17 Statistics Canada, Airport Activity: Air Carrier Traffic at Canadian Airports, 2023, 2024

18 Vancouver International Airport, 2025 Non-Stop Destinations, 2025

City of Pitt Meadows

An aerial photograph of Pitt Meadows, British Columbia, Canada. The image shows a wide river flowing through the town, with a large cable-stayed bridge crossing it. The surrounding landscape includes residential areas, industrial sites, and agricultural fields. In the background, there are snow-capped mountains under a clear blue sky. A large, semi-transparent green triangle is overlaid on the image, pointing downwards from the top center.

“Metro Vancouver was the clear choice for Heidi, thanks to its vibrant healthcare and tech ecosystem. We’re especially grateful to Invest Vancouver which helped us navigate the local business landscape and connect us with tools needed to support our growth including providing insight in the public and private ecosystem. Their support made all the difference.”

Tom Kelly, co-founder and CEO of Heidi

2026 Strategic Priorities

Invest Vancouver's priorities for 2026 focus on advancing the region's competitive advantages to attract high-quality foreign investment. By aligning regional leadership and partners, we aim to deliver a clear, unified value proposition that attracts global businesses and supports a thriving economy across the region.



Priority #1

Drive Investment Attraction through Strategic Partnerships

Invest Vancouver positions the region as the destination for foreign investment through a coordinated regional approach and a clear and compelling narrative. By strengthening partnerships across municipalities, industry, post-secondary institutions, First Nations, community organizations, and other orders of government, Invest Vancouver ensures the region competes as one. Working together on shared priorities accelerates progress in attracting high-quality jobs and creating long-term economic benefits for all communities. To advance this work, Invest Vancouver will:

- **Align Regional Action on Priority Investment Opportunities:** Engage partners early and consistently to keep high-value investment opportunities moving. Establish clear roles, timelines, and shared goals to deliver a personalized, targeted, and easily accessed investor experience for companies considering the Metro Vancouver region.
- **Advance Strategic Investment Opportunities as One:** Bring together business, municipal, Indigenous, industry, and government partners regularly to share intelligence, identify pathways for success, and collectively advance opportunities that have regional significance.
- **Strengthen Investment Attraction through Meaningful Member Engagement:** Work in lock-step with and across member jurisdictions by identifying opportunities, implementing investment attraction strategies, and coordinating on last-mile investment attraction efforts and aftercare support.





2 Priority #2 Increase the Metro Vancouver region's Global Profile

To compete for foreign investment, the Metro Vancouver region must be top of mind for global investors considering Canada. It is imperative that the Metro Vancouver region has one globally recognized brand which highlights the region's innovation, talent, and quality of life. By refining the region's value proposition and increasing awareness of its competitive advantages and unique selling points, Invest Vancouver will boost global recognition and position the region as a destination of choice for companies seeking long-term growth and a strategic advantage. To advance this work, we will:

- **Engage Global Networks to Position the Region as Investment Ready:** Leverage international partnerships, missions, and investor-facing platforms to demonstrate the region's readiness for strategic investment and build interest among global companies.
- **Expand Global Awareness of the Metro Vancouver Region's Strengths:** Increase international visibility by promoting the region's competitive advantages, industry strengths, and innovation to audiences that influence foreign direct investment decisions.
- **Sharpen the Regional Value Proposition:** Develop and strengthen a unified message that conveys to investors the region's unique advantages and future potential as a leading economic hub.





3

Priority #3

Strengthen Investor Readiness through Data-Driven Decision Making and Business Intelligence

Global economic competitiveness requires an understanding of the forces shaping industry growth, labour markets, infrastructure needs, and regional resilience. By sharing high-quality data and forward-looking analysis, Invest Vancouver supports informed decision-making and helps the region respond to change and plan with confidence in a rapidly evolving global economy. To advance this work, we will:


- **Build Shared Insight on Regional Competitiveness:** Utilize research and analysis that strengthens regional understanding of the drivers that unlock competitiveness, including industry trends, infrastructure needs, and labour market dynamics.
- **Identify Emerging Opportunities and Areas of Economic Transition:** Monitor global and domestic forces shaping key industries to help anticipate change, support sector growth, and prepare for new areas of investment potential.
- **Equip Partners with Actionable Intelligence:** Share research, data, and applied analysis that helps local governments, First Nations, industry, community partners, and institutions plan strategically and advance opportunities that contribute to regional prosperity and investor readiness.

2026 Projects and Activities

INVESTMENT ATTRACTION	Priority		
Continue to build a strong pipeline of qualified investment prospects in priority sectors in key markets	1	2	3
Develop and utilize sector-specific investment attraction strategies to attract high-value investment that aligns with regional priorities	1	2	3
Provide tailored support for investors to navigate the region's business landscape	1	2	3
Track and report on investment opportunities to maintain momentum and accountability throughout the investment process	1	2	3
Support member jurisdictions in aftercare efforts for retention and expansion of multinational enterprises	1	2	3
MARKETING AND PROMOTION	Priority		
Expand international branding efforts at major global events to position Invest Vancouver as a credible and trusted partner to investors considering the Metro Vancouver region	1	2	3
Optimize Invest Vancouver's website and digital channels to feature the region's value proposition, investment opportunities, and sector strengths	1	2	3
Execute targeted campaigns across digital platforms to raise awareness among global investors of the Metro Vancouver region as a world-class investment destination	1	2	3
Develop sector specific profiles, investment guides, videos and other multimedia collaterals to support multinationals with expansion into the region	1	2	3
Conduct and test market research to align key messaging with specific global markets*	1	2	3
GLOBAL PROMOTION ON THE LOCAL STAGE	Priority		
Partner with the Naturally Innovative Alliance for Web Summit Vancouver to deliver an extensive investor targeted program that highlights the strengths of the region's tech ecosystem	1	2	3
Coordinate business development opportunities through collaborative partnerships during FIFA World Cup 2026*	1	2	3

INVESTMENT READINESS AND CLUSTER DEVELOPMENT	Priority		
Establish sector-specific and market-specific roundtables that bring together key partners to align strategies and efforts in investment attraction and amplify diversification efforts	1	2	3
Explore partnerships to execute on industry-driven workforce development initiative to maintain a strong talent pool for current and prospective investments	1	2	3
Pursue external funding to support skill development initiative in key sectors	1	2	3
BUSINESS INTELLIGENCE FOR FDI	Priority		
Develop investor friendly information and materials summarizing provincial and federal grants, tax credits, and other incentives available in the Metro Vancouver region*	1	2	3
Disseminate results from the Expansion Drivers Study including growth patterns among foreign multinational enterprises in part of an overall global marketing strategy	1	2	3
Update and publish the next version of <i>The Impact of FDI in BC</i> report to understand current investment trends by country and by industry	1	2	3
Develop materials highlighting member jurisdictions' assets and promoting their strengths	1	2	3
REGIONAL LEADERSHIP AND RESILIENCE	Priority		
Build capacity and coordination in investment attraction through region-wide FDI training*	1	2	3
Monitor and identify major local procurement opportunities that may drive international investment interest*	1	2	3
Identify new third-party funding opportunities to assist Invest Vancouver in delivering and/or expanding FDI attraction services to increase the flow of investment into the region	1	2	3
Complete an organizational value proposition and sustainability review to optimize service delivery and resource deployment	1	2	3

*PROJECTS PENDING CONFIRMATION OF EXTERNAL GRANT FUNDING



APPENDICES 2025 Activity Report

“Invest Vancouver’s insights into the local film industry and the vibrant creative atmosphere have been invaluable. The assistance in connecting Peliplat with universities, organizations, and the talent pool here in the Lower Mainland has not only expedited our integration, but solidified our commitment to becoming an integral part of Metro Vancouver’s film community. As we continue to expand our team, we are grateful for the role Invest Vancouver has played in Peliplat’s journey. We look forward to continuing this fruitful partnership.”

Ariel Wang, Peliplat CEO

City of Delta



Port Moody

APPENDIX 1: 2025 Key Performance Indicators

Indicator ¹⁹	2025	2024	2023
Landed/expanded companies	11	9	7
Total value from landed/ expanded companies	\$190.1M	\$53M	\$1.23B ²⁰
Total jobs from landed/expanded companies	514	135	772
Percentage of revenue from external sources	19%	7%	8%
Total value of investment pipeline	\$3.7B	\$3.0B	\$1.6B
Total jobs in investment pipeline	2,650	1,827	1,593

19 Investment attraction KPIs are being actively reviewed to ensure alignment with best practices. Any refinements identified through this process may be implemented in 2026 and reflected in the 2027 Invest Vancouver Annual Plan. Strategic investment indicators reflect approximate values based on information firms provided to Invest Vancouver regarding their anticipated expansion and investment activity.

20 The substantial increase in 2023 was primarily due to a \$1B investment by E-One Moli, a lithium-ion battery production, in Maple Ridge. This project is currently on hold.

APPENDIX 2: 2025 Highlights

Hosted **12 executive familiarization tours** for global investors jurisdictions



Distributed **6 qualified investment opportunities** through RFIs to member jurisdictions through the Invest Vancouver Advisory Committee



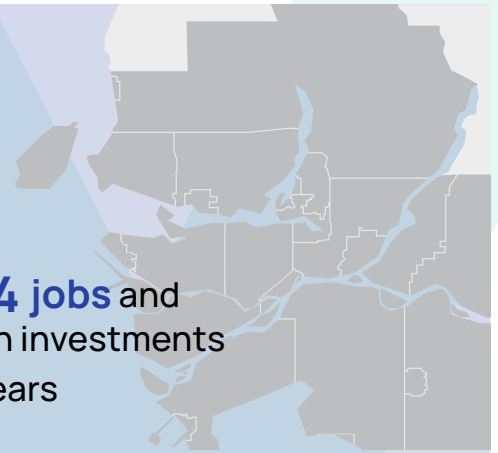
Supported **11 in-person and 4 virtual inbound delegations**



Held over **150+ business development meetings** with international investors



Secured **514 jobs** and **\$190.1M** in investments over three years



Published **2 in-depth industry research reports**



Published **13 case studies**



Delivered **5 digital marketing campaigns**

Conducted **12+ partnered projects and activities** during Web Summit Vancouver



Delivered **3 regional bus tours for 200 global investors** representing **17 countries** at Web Summit Vancouver

39% increase in LinkedIn followers, reaching a total following of **4,400+** and an increase of **63%** for total LinkedIn post impressions



Increased global investment newsletter subscribers by **20%**



Piloted **2 Invest Talent industry-led hubs** in high-tech – cybersecurity and life sciences – medtech, engaging over 80 employers and training **136** learners, achieving **113%** of our target, resulting in **\$14.4 million** in salary over three years



Reached **79 million people** through earned media regarding the investment opportunities and the region's value proposition



Secured over **\$800k** in external grant funding

APPENDIX 3: 2025 Achievements

2025 Priority 1: Attract and Support World-Class Companies		
Initiative	Opportunity	Achievement
International Investment Attraction and Outreach Plan	Geopolitical shifts and trade uncertainties are intensifying the need to diversify the regional economy. By leveraging expertise from Global Affairs Canada (GAC) and Trade & Invest BC, Invest Vancouver can enhance its reach in growing markets and sharpen attraction strategies to align with provincial and federal goals.	The completed International Investment Attraction and Outreach Plan provides actionable intelligence to strengthen investment attraction strategies, deepen partnerships, and leverage collaboration opportunities with BC Trade & Investment representatives and Trade Commissioner Service representatives. The plan outlines recommendations and insights to capitalize on emerging opportunities and market trends.
Outbound Investment Attraction	The Metro Vancouver region boasts many benefits for global companies: access to high-quality talent, competitive costs, supportive ecosystem, and world-class infrastructure. With these competitive advantages, Invest Vancouver promotes the region as the prime destination for investment to an international audience.	Invest Vancouver coordinated 12 outbound missions, focusing on the European and Asia-Pacific regions in agritech, cleantech, digital media & entertainment, high-tech, and life sciences industries. These outbound missions supported lead generation, nurtured expansion opportunities, fostered business development, and advanced economic diversification. Outbound missions were supported by federal grant funding.
Regional Tours and Delegations for Foreign Investors	Known for leading innovation, research and development, and sustainable solutions, global investors want to know more about our region to enable business expansion.	Invest Vancouver collaborated with other orders of government, regional partners, and international organizations on 12 executive familiarization tours and 15 inbound delegations to showcase to international investors the region's competitive advantages, anchor industries, and key assets.
FDI Growth and Expansion Drivers Study	Understanding the growth patterns of multinational enterprises is critical to staying globally competitive. Gaining insight into the drivers and challenges of business expansion in the Metro Vancouver region will help identify the region's value proposition that appeals to global firms.	The completed FDI Growth and Expansion Drivers Survey revealed that foreign multinational enterprises (MNEs) with operations here find that the region's value proposition delivers. While many MNEs enter the region with a small footprint, most expand their operations over time and expect to invest in further growth over the next three years. This powerful message will feature prominently in Invest Vancouver investment attraction pitches.

2025 Priority 1: Attract and Support World-Class Companies (continued)		
Initiative	Opportunity	Achievement
Website Enhancement	Investors need clear, definitive and accessible information when evaluating new markets, and usually conduct desktop research as a preliminary step, especially through online sources.	With data and experiences to inform what strategies most effectively work with investors, Invest Vancouver reconstructed its website to enhance engagement with target audiences. Updates to the website included adding and restructuring content across multiple pages to promote key industries and investor services.
Digital Marketing Campaigns	Digital platforms provide an effective way to connect and engage with diverse audiences and maximize reach to the investment community.	Invest Vancouver executed five marketing campaigns to reach prospective investors and local stakeholders to promote the region's innovative sectors and global competitiveness. Through these campaigns, Invest Vancouver's LinkedIn followers increased by 39 per cent.
Cybersecurity Target Market Research	Investor priorities vary across regions, shaped by cultural nuances and values. By identifying what competitive advantages matter most to international investors, marketing tactics can be tailored to increase effectiveness for landed investments.	Invest Vancouver undertook client-centric research targeting investors in cybersecurity across two distinct geographic markets – Asia-Pacific and Western Europe. The research identified the most effective tactics for reaching investors in diversified geographic markets, informing Invest Vancouver's marketing strategy. Research findings informed the infosecuritybc.ca website, BC Information Security and Cybersecurity Capabilities Export Directory, and other marketing collateral.

2025 Priority 2: Strengthen Key Industries		
Initiative	Opportunity	Achievement
<p>Subsector Strategy Project</p> <p><i>(in replacement of Regional Tech Sector Ecosystem Mapping)</i></p>	<p>Identifying the high-potential sub-sectors within the region and articulating their unique value proposition can strengthen the region's global competitiveness, attract investment, foster innovation, and drive economic growth.</p>	<p>In progress, the Subsector Strategy dives into Invest Vancouver's key industries to identify priority subsectors, uncover emerging trends and market opportunities, and define the region's unique selling proposition. The findings will inform subsector-specific FDI strategies, including actionable plans over a two-year period to attract investment and strengthen the Metro Vancouver region's global position.</p>
<p>Regional Foodtech Ecosystem Analysis</p>	<p>The Metro Vancouver region is an important food production and distribution centre and has a rapidly growing tech hub that captures global attention. Strengths in these two industries converge to create an emerging agri-foodtech hub. Having clear insight into the specializations and strengths of agritech and foodtech industries will indicate where there are investment potential and opportunities for growth.</p>	<p>Invest Vancouver completed analysis of the region's agri-foodtech industry that details the specializations, strengths, capabilities, and ecosystem assets for investment attraction. This project updates and expands on previous work that focused on technological solutions for primary agricultural production and extends beyond the farm gates to encompass food processing, packaging, and distribution. Findings were used to inform marketing collateral and digital campaign.</p>
<p>Regional Cleantech Ecosystem Analysis</p>	<p>The Metro Vancouver has a vibrant cleantech industry that extends beyond its well-known hydrogen cluster. The industry benefits from government and ecosystem support and represents a strong opportunity for investment attraction.</p>	<p>Invest Vancouver published an analysis of on the Metro Vancouver region's cleantech ecosystem identifying the competitive strengths, specializations, capabilities, and ecosystem assets. Findings helped enhance collateral used for outbound missions, familiarization tours, investor pitches, and others.</p>

2025 Priority 3: Increase Regional Resilience		
Initiative	Opportunity	Achievements
FDI Training	To truly show up as a unified region, a coordinated approach to FDI attraction is needed. Acquiring training and resources build capacity amongst collaborators and ensure alignment; enabling stronger economic development.	Invest Vancouver delivered two training sessions in 2025. The first, held in Q3, focused on best practices for business retention and expansion to support local businesses and drive reinvestment. The second, in Q4, centered on building a coordinated regional approach to leverage major events such as Web Summit Vancouver and the 2026 FIFA World Cup. Together, these sessions strengthen regional competitiveness and collaboration, positioning the Metro Vancouver region to attract more high-quality FDI.
Regional Talent Accelerator	Talent drives economic growth and FDI attraction. By enhancing workforce development and aligning skills with emerging industry needs, the region can strengthen its talent pipeline and improve investment readiness.	Invest Vancouver launched and successfully completed a regional talent accelerator pilot project, <i>Invest Talent</i> , with \$500,000 in grant funding received from Future Skills Centre. The pilot project launched two industry led-hubs – cybersecurity and medtech – engaging more than 80 employers and 130+ learners resulting in \$14.4 million in salary over three years. The success of the pilot project provides a path forward for a replicable industry-driven skills development to support attracting FDI and scaling strategic industries.
Workforce Data Dashboard	Access to talent is integral for global competitiveness and having real-time data on the region’s workforce can inform strategic approaches and best practice for workforce development.	Invest Vancouver developed a regional Workforce Data Dashboard providing real-time insights into the region’s labour market, including trends on supply and demand, demographics and workforce, job demand and skill requirements in key sectors, and wage and labour comparisons to competitors. This internal database empowers agile responses to investor enquiries.
Invest Vancouver Value Proposition and Governance Structure Review <i>(in replacement of Regional Economic Development Strategy)</i>	After 5 years as a service of Metro Vancouver, the Invest Vancouver value proposition and governance structure review was undertaken to assess its value delivered to the region and consider ways to improve its long-term sustainability. The focus was on identifying opportunities that enhance the service’s flexibility, responsiveness, and effectiveness in the region, while lessening the financial impact on Metro Vancouver households.	In progress, this commissioned project completed over 30 interviews and deskside research that gathered perceptions of Invest Vancouver’s current value proposition and identified that shifting towards an arm’s-length governance model, in common with other Economic Development Organizations in Canada, could allow the service to access additional funding and more autonomy.

2025 Priority 4: Provide Regional Leadership		
Initiative	Opportunity	Achievements
Web Summit Vancouver	Web Summit Vancouver (WSV) is one of the largest North American Tech conferences. The world's leading innovators, investors, and entrepreneurs travel to attend this premier tech conference which poses an opportunity to promote the region's tech hub and thriving ecosystem to attract investment.	<p>As a member of the Naturally Innovative Alliance (NIA) – a consortium of organizations responsible for landing WSV to increase awareness of the BC tech ecosystem – Invest Vancouver hosted, coordinated, and partnered on over 12 projects and activities to promote the region's tech hub to foreign multinational companies.</p> <p>Most notably, Invest Vancouver hosted the Innovation & Investment Insider tours with partners to showcase three of the region's high-growth sectors (life sciences, cleantech, and creative tech) to global investors. The oversubscribed event welcomed 200 attendees representing 17 countries, garnering positive global visibility for the region and strengthening relationships between local innovators and international investors.</p>
FDI Initiative Roundtables	FDI attraction is complex and requires coordination across government and industry. Receiving input from provincial, federal, and regional leaders can enhance Invest Vancouver's attraction strategies.	With secured funding from PacifiCan, Invest Vancouver hosted a roundtable in partnership with the Greater Vancouver Board of Trade that convened 20 participants from government, industry, and the ecosystem to broaden the conversation on the importance of FDI, deepen stakeholder engagement, and foster a dialogue on market diversification as a driver of regional economic resilience.
Aftercare Framework	When global companies land in the Metro Vancouver region, they often seek to expand and grow their workforce, but to navigate the processes across multiple jurisdictions can be complex. By providing a regionally coordinated approach across all levels of government, Invest Vancouver can deliver the support these companies need to make their expansion journey seamless.	Invest Vancouver engaged with partners to draft an aftercare framework that facilitates regular communication and information-sharing. As the work progresses, Invest Vancouver will play a central role in connecting local governments into the process so that companies experience a unified, aligned approach across jurisdictions. This framework originated from the FDI Roundtable Working Group – a collaboration of federal, provincial, and regional partners – and continues to evolve.



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Invest Vancouver Management Board Meeting Schedule, Workplan and Invest Vancouver 2026 Annual Plan
February 18, 2026 / Presented by: Jacquie Griffiths, President, Invest Vancouver

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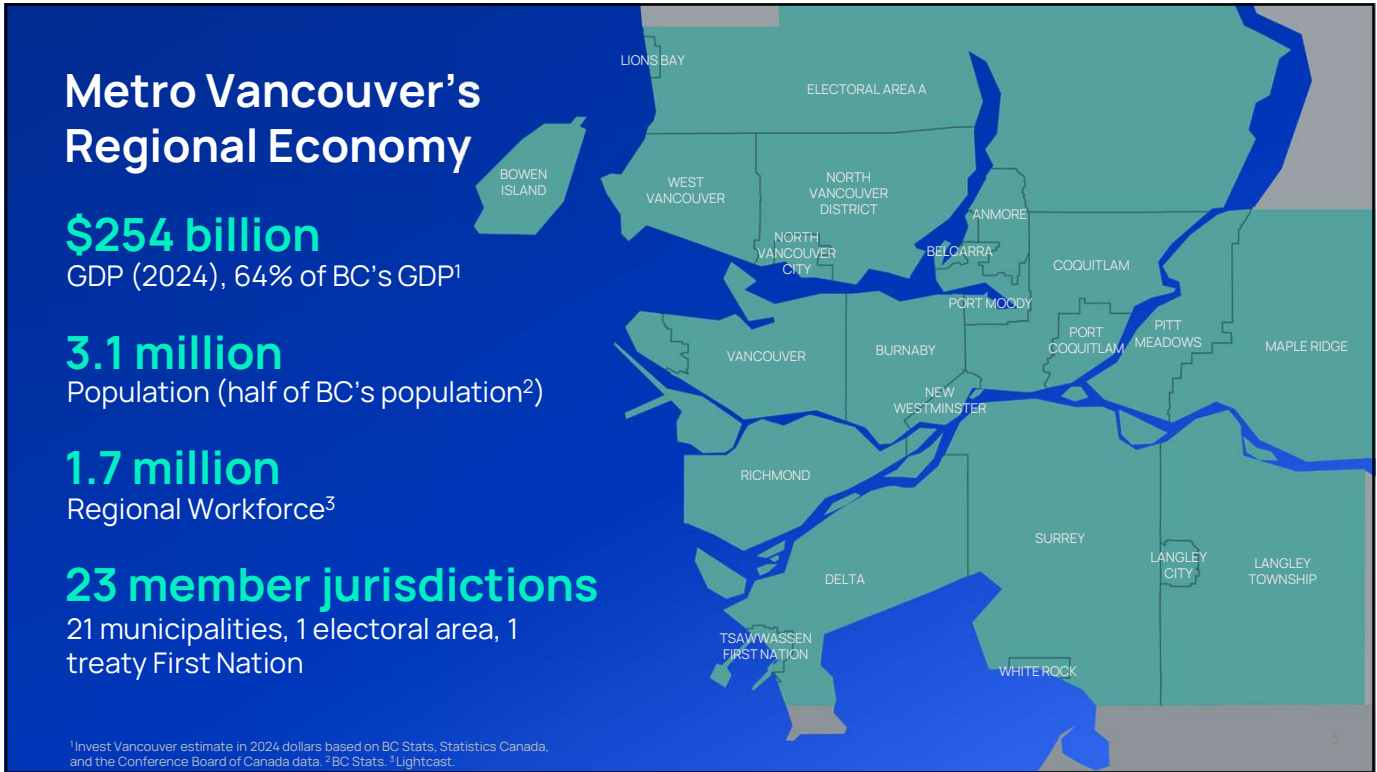


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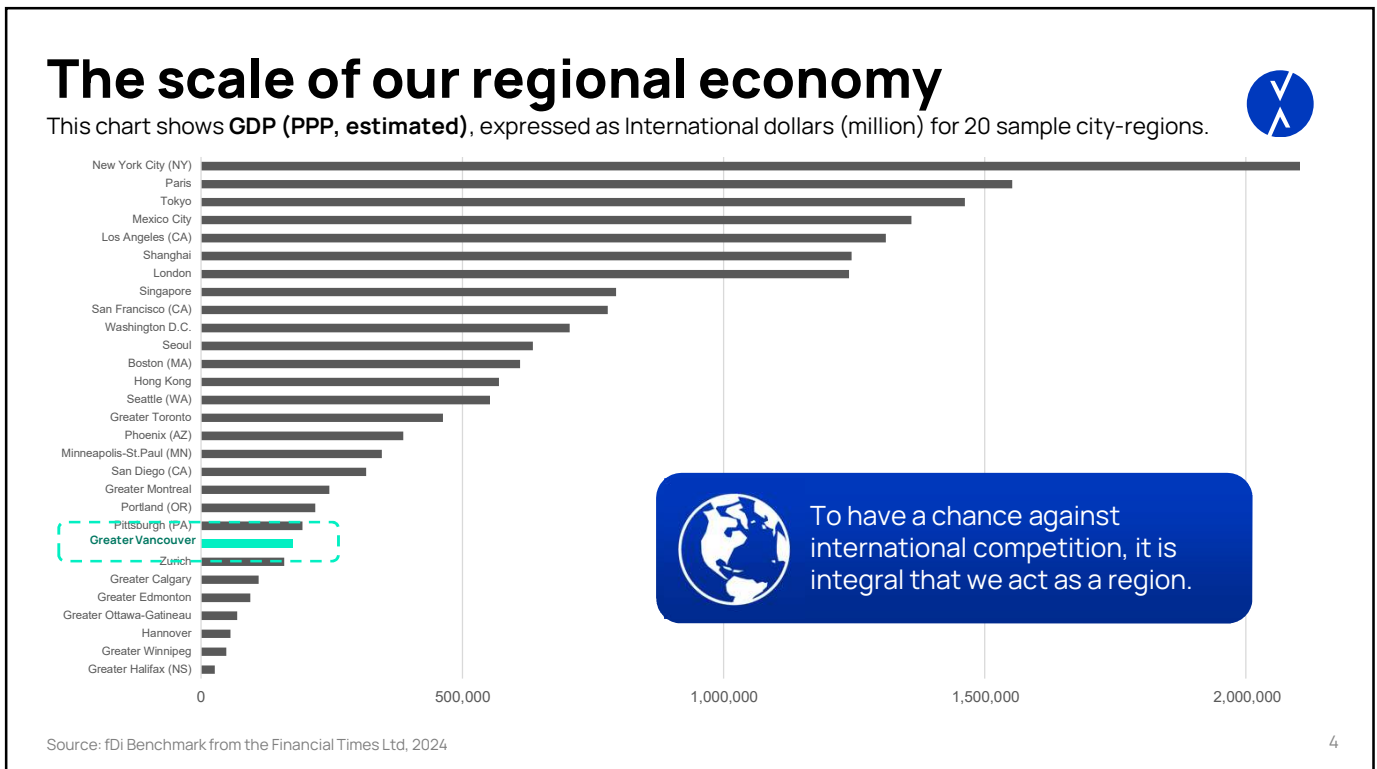
Metro Vancouver’s regional economic development service.

Purpose: Attract foreign direct investment to strengthen the economy and secure high-quality jobs for our region’s residents.

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5

WHY DOES FDI MATTER?

**FDI isn't just about dollars—
it's about jobs, innovation,
and economic resilience.**



349,000+ people in BC

employed by foreign MNEs (+46% since 2016)

**43% higher average
annual salary**

in the professional, scientific, and technical services sector, which drove BC's foreign MNE employment growth

Source: FDI in BC, Invest Vancouver, November 2024

6

6

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Source: FDI in BC, Invest Vancouver, November 2024

Benefits of FDI



Creates jobs



Introduces cutting-edge tech & global best practices



Boosts productivity and competitiveness



Diversifies economy & increases resilience

7

Key industries



Invest Vancouver targets FDI in industries that...

...create quality jobs.

...are export-oriented & growing.

...align with the region's competitive advantages.

High Tech



Digital Media & Entertainment



Life Sciences



Cleantech



Agritech



Transportation and Logistics



Apparel

8

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2025 Highlights



Hosted **27** executive familiarization tours and inbound delegations

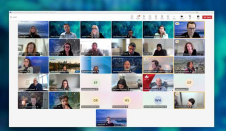


Held over **150 +** business development meetings with investors

Published **13** case studies



Distributed **6** qualified investment opportunities through RFIs to member jurisdictions



Delivered **5** digital marketing campaigns

Reached **79 million** people through earned media



Conducted **12+** partnered projects and regional bus tours for **200** global investors at Web Summit Vancouver

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Key Performance Indicators



Indicator	2025	2024
Total value of investment pipeline	\$3.7B	\$3.0B
Total jobs in investment pipeline	2,650	1,827
Landed/expanded companies	11	9
Total value from landed/ expanded companies	\$190M	\$53M
Total jobs from landed/expanded companies	514	135
Percentage of revenue from external sources	19%	7%

“We’re especially grateful to Invest Vancouver which helped us navigate the local business landscape and connect us with tools needed to support our growth including providing insight in the public and private ecosystem. Their support made all the difference.”

- Tom Kelly, co-founder and CEO of Heidi

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2026 Priorities

- 1 Drive Investment Attraction through Strategic Partnerships
- 2 Increase the Metro Vancouver Region's Global Profile
- 3 Strengthen Investor Readiness through Data-Driven Decision Making and Business Intelligence

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To: Invest Vancouver Management Board

From: Jacquie Griffiths, President, Invest Vancouver

Date: January 28, 2026 Meeting Date: February 18, 2026

Subject: **Invest Vancouver Value Proposition and Governance Structure Review**

RECOMMENDATION

THAT the Invest Vancouver Management Board receive for information the report dated January 28, 2026, titled “Invest Vancouver Value Proposition and Governance Structure Review”.

EXECUTIVE SUMMARY

The value proposition and governance structure review was initiated following the MVRD Board’s cost services and efficiencies review conducted in early 2025, as well as the rapidly evolving political and economic context over the five years Invest Vancouver has operated as a regional service. Invest Vancouver engaged the firm Dalberg to conduct the value proposition and governance structure review.

The review found that Invest Vancouver delivers essential investment attraction and economic development services for the Metro Vancouver region. Partners recognize the organization has built a strong foundation during a period of economic and institutional volatility, praising its brand building, research, convening, and intensified foreign direct investment (FDI) efforts. However, its current governance model creates a “vicious cycle” of pressure for short-term results and limits operational flexibility, constraining long-term impact.

Municipal, provincial, and federal partners see value in Invest Vancouver but seek stronger alignment, coordination, and continued growth in FDI for the region. Municipalities identified the need for increased support for inbound investment, outbound marketing, and local readiness, while senior governments desire a unified regional voice and deeper collaboration on high-impact opportunities.

Shifting Invest Vancouver to an arm’s-length governance model, which is common among peer Canadian economic development organizations, would unlock greater effectiveness, operational agility, and access to diversified funding. Interviewees identified investment readiness and industry cluster development as priority service gaps where Invest Vancouver is well-positioned to lead. These functions align with its core mandate, support tangible outcomes, and create pathways to external provincial, federal, and private-sector funding, improving long-term sustainability and reducing reliance on MVRD resources.

PURPOSE

To provide the Invest Vancouver Management Board the findings from Invest Vancouver’s value proposition and governance structure review.

BACKGROUND

The value proposition and governance structure review was initiated following the MVRD Board’s Cost and Services Efficiency Review conducted in early 2025, as well as the rapidly evolving political and economic context over the five years Invest Vancouver has operated as a regional service. Invest Vancouver engaged the firm Dalberg to conduct the value proposition and governance structure review. This report provides the findings.

DALBERG'S FINDINGS

The review was undertaken to identify opportunities to enhance Invest Vancouver's flexibility, responsiveness, and effectiveness in the region, while identifying opportunities to lessen the financial impact on Metro Vancouver households for this regional service. The review also aimed to position the service to ensure optimal alignment and deeper collaboration and coordination in the region and to strengthen the services offered.

Invest Vancouver is a service of the Metro Vancouver Regional District (MVRD), and funding is provided primarily through the tax levy. This funding is then supplemented by various grants for regional economic development work, from sources such as PacifiCan and competitive federal programs such as CanExport Community Investment Program. Under the current governance model, Invest Vancouver faces limitations in pursuing additional funding through partnerships or industry and private sector sources. By contrast, many peer economic development organizations (EDOs) in Canada operate at arm's length from the municipalities they serve. These structures often offer greater operational flexibility, stronger connections to key stakeholders, and more effective coordination of economic development activities. Peer organizations across Canada are also more likely to receive partial funding from industry or private sector partners. For Invest Vancouver, such arrangements are not currently feasible due to legislative constraints, including those set out in the *BC Local Government Act*. In addition, the regional district model is not always well suited to the delivery of economic development programming, which often requires agility, partnership-driven approaches, and flexible resourcing.

Review Approach

Dalberg conducted a rapid survey of how Invest Vancouver's value proposition is perceived by key partners, grounded in 26 interviews with Invest Vancouver and MVRD leadership, ecosystem partners, and municipal, provincial and federal governments and agencies. Dalberg also benchmarked five peer Canadian EDOs and interviewed four of them to understand their value propositions, as well as how structures and funding models enable the sustainable delivery of their respective service mixes.

Value Delivered to the Region and Challenges

The review found that Invest Vancouver plays a critical role in investment attraction across the Metro Vancouver region. However, partners note that its full impact and long-term sustainability are constrained by a '*vicious cycle*' created by its current governance structure, which creates intense pressure to deliver near-term results while simultaneously limiting Invest Vancouver's capacity to undertake the work needed to deliver those outcomes.

Demand remains strong for a regional economic development and investment attraction service that enables the region to compete with other major city-regions in Canada to attract FDI, increase investment readiness, and unlock provincial and federal funding opportunities for the region to further amplify these efforts. Ecosystem partners see strong value in this role, but there is an opportunity to increase alignment and coordination with government partners.

All partners acknowledge that Invest Vancouver has built a solid foundation for regional investment attraction during a period of significant economic and institutional instability. Ecosystem partners, in particular, value the organization's brand-building efforts, foundational research, events, and convening roles. In response to feedback from the MVRD Board and municipal, provincial, and federal government partners, Invest Vancouver has intensified its core FDI activities, including the development of subsector strategies, increased lead generation and investment attraction activities, the convening of FDI roundtables, and an internal reorganization that refocuses research to specifically support investment attraction and regional collaboration. Despite these efforts, an opportunity remains to better connect Invest Vancouver's recent work with the work of municipal and senior government partners, who express a desire for a sustained focus on measurable FDI results.

Municipal partners are also seeking increased capacity to support inbound investment activity, outbound marketing of local opportunities, and local investment readiness, with an emphasis on achieving demonstrable "FDI value for money" comparable to peer EDOs. Provincial and federal partners, meanwhile, are looking for a strong, singular regional voice, more collaboration and information sharing on high-impact regional FDI opportunities, as well as closer alignment with senior government priorities.

Partners see a clear opportunity to increase Invest Vancouver's impact and effectiveness by transitioning to an arms-length governance structure, consistent with the organizational models used by peer Canadian EDOs. Multiple peer EDO leaders emphasized that *"This work cannot happen inside government,"* highlighting the need for greater operational flexibility.

Matching Governance Structure, Funding and Economic Development Initiatives

Interviewees identified investment readiness and industry cluster development as priority service gaps within the regional ecosystem, ones where Invest Vancouver is well-positioned to take a lead role. These functions align closely with Invest Vancouver's core FDI mandate, require regional coordination, and are associated with tangible outcomes that support value demonstration. Importantly, both activities also create pathways to external funding, which partners view as critical to strengthening Invest Vancouver's long-term sustainability and perceived return on investment.

Among Canadian EDOs, core FDI and investment readiness services are typically funded by municipal governments, with comparable regional EDOs receiving approximately \$3 to 6 million annually for these activities. Regional, industry cluster development and project-based investment readiness initiatives at EDOs are often funded by provincial and federal governments, and in some cases the private sector. Much of this additional funding is possible because of their arms-length structure. Accessing similar funding is a high-potential opportunity for Invest Vancouver that could, over time, lessen the burden on the MVRD.

Successfully securing new funding will require Invest Vancouver to clearly align initiatives with provincial, federal and industry priorities, credibly articulate needs on behalf of the entire region, deepen relationships with relevant ministries, and activate ecosystem partners as champions. It will also require shifting to an arm's-length governance model to support effective external engagement, increased responsiveness, and compliance with an appropriate legal framework.

ALTERNATIVES

This is an information report. No alternatives are presented.

FINANCIAL IMPLICATIONS

The review was funded through the Invest Vancouver Board-approved 2025 budget.

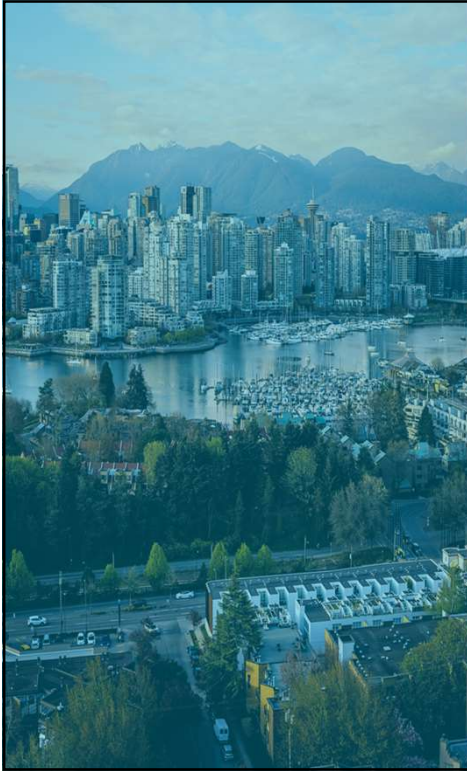
CONCLUSION

Dalberg's review determined that Invest Vancouver has established a strong foundation for regional investment attraction, but its current structure limits its ability to fully meet partner expectations and deliver long-term impact. Transitioning to an arm's-length governance model offers the most effective path to improved performance, increased funding opportunities, and long-term organizational sustainability.

ATTACHMENTS

1. Presentation re: Invest Vancouver Value Proposition and Financial Sustainability Review.

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Dalberg – Invest Vancouver: Value Proposition & Financial Sustainability Review

Invest Vancouver Management Board Meeting

February 18, 2026

Dalberg

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Executive Summary

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Executive Summary (1 of 4): Context and Objectives for This Study

- **Invest Vancouver engaged Dalberg to review its value proposition and financial sustainability** to identify opportunities to sustain and grow IV's flexibility, responsiveness and effectiveness, while minimizing the financial burden on Metro Vancouver households.
- **Over five weeks, Dalberg conducted a rapid survey of how Invest Vancouver's value proposition is perceived by key partners.** This was grounded in 26 interviews with IV and MVRD leadership, ecosystem partners, and municipal, provincial, and federal agencies.
- **Dalberg also benchmarked five peer Canadian EDOs**—and interviewed four of them—to understand their value propositions and how their structure and funding models enable them to sustainably deliver on this service mix.
- **This report summarizes our findings and surfaces opportunities for Invest Vancouver** to sustain and grow its value, impact, and funding. The report is organized by:
 1. Executive Summary
 2. Perceptions of Invest Vancouver's Current Value Proposition
 3. Opportunities to Expand Invest Vancouver's Value Proposition and Funding
 4. Recommendations and Next Steps to Sustain and Grow Impact and Financial Sustainability

Dalberg 3

3

Executive Summary (2 of 4): Perceptions of Current Value Proposition

- **Mandate:** Demand remains strong for a regional investment attraction service that brings the region together to (i) attract FDI, (ii) increase investment readiness, and (iii) unlock provincial/federal funding.
 - Interviewees believe that Metro Vancouver has tremendous FDI growth potential as Canada's third-largest economy and gateway to the Asia Pacific. This is supported by data showing a ~20% FDI opportunity vs. Canada's two largest metros.
- **Perceived value:** The system sees strong value, but there are opportunities to increase coordination with government partners.
 - All partners credit Invest Vancouver with building a solid foundation for the service during a period of instability, with ecosystem partners in particular valuing IV's brand-building, foundational research, events, and convening services.
 - IV has made efforts to intensify core FDI work in response to feedback from the MVRD board and municipal, provincial, and federal government partners. Examples include subsector strategy and FDI roundtable projects, and refocusing research to support FDI and collaboration.
 - However, there is an opportunity to better connect IV's recent work and the perception of municipal and provincial / federal partners. Partners would like to see an even greater focus on IV's FDI activities and outcomes.
 - **Municipal partners** want to see (i) increased capacity to support inbound activity, (ii) outbound marketing of local opportunities, and (iii) investment readiness support, and ultimately 'FDI value for money' on par with peer EDOs.
 - **Provincial/federal partners** want to see (i) the region speaking with one voice on regional needs, (ii) proactive sharing of high-impact regional FDI opportunities, and (iii) greater alignment and coordination with provincial/federal priorities.
- **Governance structure:** 80%+ of partners see an opportunity to enhance Invest Vancouver's impact and effectiveness by transitioning to an arms-length governance structure. This is how all peer Canadian EDOs are organized, with multiple EDO leaders noting "This work cannot happen inside the government".

Dalberg 4

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Executive Summary (3 of 4): Opportunities to Expand Value Proposition and Funding

- **Interviewees identified Investment Readiness and Industry Cluster Development** as priority service gaps within the regional ecosystem, ones where Invest Vancouver is well-positioned to lead. These functions align closely with IV's core FDI mandate, require regional coordination, and are associated with tangible outcomes that support value demonstration. Both activities also create pathways to external funding, which partners view as critical to strengthening IV's long-term sustainability and perceived return on investment.
- **This accords with services offered by other regional Canadian EDOs** who have focused value propositions and have pursued growth through the core rather than by offering adjacent services like BRE or Talent.
 - **Core FDI and Investment Readiness (e.g., post-mortem) work is typically funded by municipal govts.**, and regional peers receive a similar \$3-6M annually for this; **This will likely also continue to be the primary near-term funding source for IV.**
 - **Conversely, Cluster Development and Investment Readiness projects are typically funded by provincial/federal govts.**, and at times the private sector, on a project-to-project basis; **Accessing this funding is a high-potential opportunity for IV.**
 - **Peer regional EDOs only offer other services if there is a clear white space and linkage with FDI** (e.g., Export in Edmonton, Intl. Talent in Montreal), and these are typically funded through a mix of municipal and provincial/federal funding.
- **Securing new funding** will require (i) identifying opportunities that align with provincial, federal or industry priorities, (ii) speaking on behalf of the whole region, and (iii) cultivating deep ministry relationships and activating current partners as champions.

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Executive Summary (4 of 4): Recommendations to Grow Impact and Financial Sustainability

- **In Summary:** Invest Vancouver is leading critical and impactful work to coordinate regional investment attraction across Metro Vancouver. However, its full impact and sustainability potential is constrained by what partners call a '*vicious cycle*', with a governance structure that simultaneously places intense pressure on IV to deliver immediate outcomes and limits its ability to do the work needed to deliver those outcomes.
- **A renewed value prop. and governance can break this cycle and unlock greater impact and sustainability:**
 - **Value proposition changes:** (i) Double down on existing efforts to intensify investment attraction work, (ii) Refocus collaboration and research on fewer initiatives with clear, needle-moving FDI outcomes, and (iii) Opportunistically pursue Investment Readiness and Cluster Development initiatives that attract external funding and deliver value for all partners.
 - **Governance changes:** Shift to an arms-length model required to deliver this renewed value proposition.
- **Successful implementation will require careful phasing over the next 3-5 years:**
 - **2026-2027 (Demonstrate Value):** Convey greater value to partners under IV's current funding and governance structure by adding specialized capacity to deliver FDI outcomes and 1-2 high-impact readiness initiatives. Success would mean increasing ROI on FDI, securing external funding for 1-2 readiness projects, and delivering visible wins in key municipalities.
 - **2027-2028 (Match Peer EDOs):** Leverage growing perception of value to secure funding commitments for transition to an arms-length governance structure. Once independent, match the impact of peer EDOs via increased inbound/outbound missions, advocacy work, relationship building with provincial/federal leaders, and Board engagement.
 - **2029+ (Grow Impact and Funding):** Sustain funding and impact of core Investment Attraction and Readiness work, and secure external funding for a focused set of 'big bet' Industry Cluster or Investment Readiness initiatives with transformative impact potential. Leverage track record to begin exploring multi year operating funding from provincial and federal agencies.

Dalberg 6

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To: Invest Vancouver Management Board

From: Gregory Freeman, Senior Economist, Invest Vancouver

Date: January 26, 2026 Meeting Date: February 18, 2026

Subject: **FDI Growth and Expansion Drivers Survey**

RECOMMENDATION

THAT the MVRD Board:

- a) receive for information the report dated January 26, 2026, titled “FDI Growth and Expansion Drivers Survey”; and
 - b) direct staff to forward a copy of the report to member jurisdictions for information with an offer of a staff presentation to Council upon request.
-

EXECUTIVE SUMMARY

A survey of foreign multinational enterprises (MNEs) with operations in the Metro Vancouver region found that firms in export-oriented, high-growth industries widely regard the region as an attractive business location. This finding is valuable for the value proposition advanced by Invest Vancouver because positive peer experiences are one of the most important considerations for prospective investors.

The survey revealed that foreign MNEs typically enter the Metro Vancouver region with a modest initial presence then scale significantly over time. Among surveyed firms, 85 per cent increased employment after entry, with average employment more than tripling from 76 employees at entry to 260 at the time of the survey. While half of the firms employed 30 or more workers at entry, by the time of the survey, employment growth meant that half employed 100 or more. This pattern of reinvestment and expansion demonstrates that the region’s value proposition delivers. Similarly, 83 per cent of the firms said they are likely to expand locally within the next three years, a remarkable result given the increasing uncertainty created by tariffs, volatile trade policy, and geopolitical tensions. Most MNE’s (74 per cent) expect expansion in the region to be easy, although global economic risks and local cost pressures continue to pose challenges and slow down decision making.

PURPOSE

To provide the Invest Vancouver Management Board and the MVRD Board with the findings of the FDI Growth and Expansion Drivers Survey for information.

BACKGROUND

The FDI Growth and Expansion Drivers Survey project is a deliverable of the MVRD Board endorsed Invest Vancouver 2025 Annual Plan.

The 2024 *Impact of Foreign Direct Investment in BC* report (Reference 1) identified substantial and growing employment at foreign MNEs in the province. However, the Statistics Canada data underpinning the analysis did not disclose the composition of the employment gains (i.e., the extent to which the growth resulted from new establishments, expansions of existing operations, or acquisitions of Canadian firms).

This project was designed to provide that needed detail by identifying patterns in foreign direct investment (FDI) activity and growth among foreign MNEs in the Metro Vancouver region. The survey also captures catalysts driving firm expansion, common barriers that may have slowed or constrained investment or incremental growth, and expectations regarding future investment.

SURVEY OF FOREIGN MNEs IN THE METRO VANCOUVER REGION

Invest Vancouver engaged PricewaterhouseCoopers LLP (PwC) in partnership with Leger to conduct a survey of senior executives at foreign MNEs operating in the region. The survey is not a random sample: it started by curating a list of foreign MNEs in the sectors targeted by Invest Vancouver for FDI attraction, such as the life sciences, digital media & entertainment, and high tech (which includes areas such as information and communications technology and advanced manufacturing and industrial equipment). PwC and Leger recruited senior decision-makers with knowledge of their firm's strategic plans who completed the survey between October 9 and November 12, 2025 (**Attachment 1**).

Survey respondents represented 47 foreign-owned firms operating in the region. Of these, nearly half (47 per cent) were majority foreign owned, 30 per cent were wholly foreign owned, and 23 per cent were Canadian firms that had been acquired by a foreign parent. Over half of the respondents (51 per cent) reported a US based parent company, with the remainder reflecting a diverse range of source countries, including China (11 per cent), Hong Kong and the United Kingdom (four per cent), and single respondents from Australia, Austria, Costa Rica, France, Germany, India, Ireland, Japan, Mexico, Romania, Spain, Sweden, Switzerland, and Ukraine. Despite the breadth of international investment, US investment remains significant as it still accounts for two-thirds of BC employment at foreign MNEs.

Most respondent firms (70 per cent) have operated in the region for five years or more, while 30 per cent are newer entrants with less than five years of local activity. Just under half of firms (47 per cent) entered the Metro Vancouver region via a new investment; with the rest evenly split among acquisitions, incremental expansion, and joint ventures (17 per cent each).

Respondents frequently reported operating across multiple industries; when asked to identify their primary local sector, firms' most common responses were manufacturing and logistics and supply chain (28 per cent each), followed by professional, scientific and technical services (26 per cent), information and communications technology (21 per cent), and life sciences (17 per cent). Smaller shares identified clean energy and digital media and entertainment (nine per cent each) and agri-tech (six per cent) as their primary sector.

Local operations perform a wide range of functions within their corporate structures. The most frequently reported were professional services (55 per cent), manufacturing (51 per cent), sales and marketing (47 per cent), regional headquarters activities (34 per cent), and research and development (32 per cent). When asked to identify their primary local function, respondents most often selected manufacturing (36 per cent) and professional services (32 per cent), followed by regional headquarters functions (15 per cent), sales and marketing (13 per cent), and research and development (four per cent).

Finding #1: The Metro Vancouver region is widely perceived as an attractive location by business leaders at foreign firms with local operations.

Two-thirds of respondents rated the region as a "very good" or "excellent" place for foreign companies. A further 28 per cent considered it "good," while very few described it as "fair" (four per cent) or "poor" (two per cent).

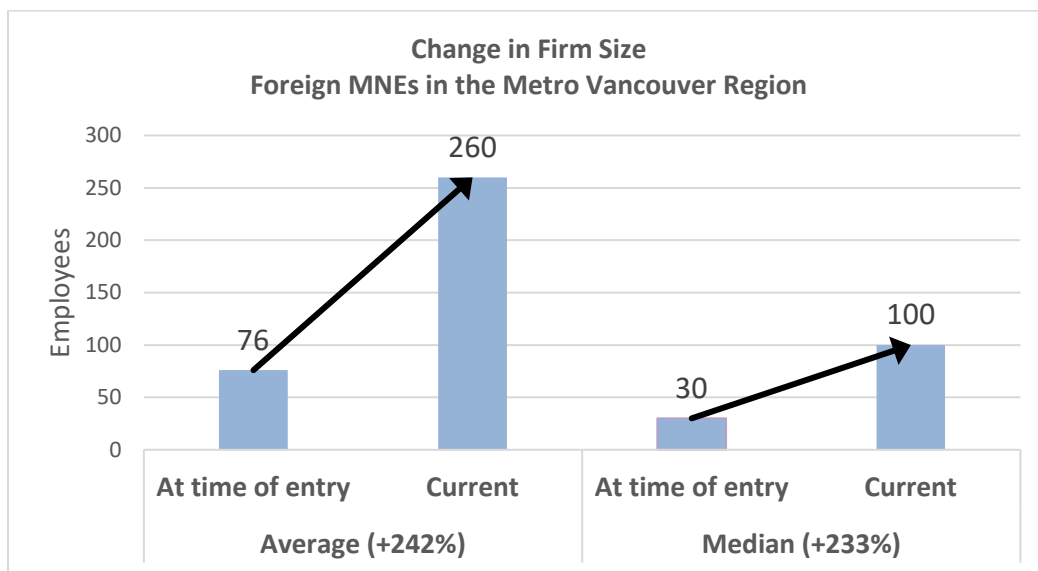
When asked to identify the three most important factors influencing investment or reinvestment decisions, business leaders most frequently cited quality of life (47 per cent), infrastructure and logistics (45 per cent), and proximity to the US (40 per cent). Other notable considerations included talent availability (28 per cent), the innovation ecosystem (28 per cent), airport connectivity (26 per cent), and the domestic market (26 per cent). Less frequently mentioned factors were government incentives (17 per cent) and the regulatory environment (15 per cent), suggesting that while policy factors matter, the region’s attractiveness is driven primarily by lifestyle, connectivity, and access to talent and markets.

Why it matters: The fact that firms already operating here view the Metro Vancouver region favorably is a powerful message to prospective investors since peer endorsements are among the most credible signals of a strong business environment.

Finding #2: Foreign MNEs typically establish a presence in the Metro Vancouver region and then scale significantly.

Employee growth is widespread: 85 per cent of surveyed firms have added employees since entering the region. The growth patterns are consistent regardless of how recently the firm arrived: 86 per cent of newer arrivals (≤5 years) and 85 per cent of long-tenured firms (>5 years) reported adding staff. Note: The survey included foreign MNEs currently operating in the market. Firms that exited the region are not represented, which likely reduced the share of downsizing cases.

At market entry, firms averaged 76 employees, with only half employing 30 or more. At the time of the survey, average employment had more than tripled to 260 (+242 per cent). Median employment increased 233 per cent to 100 employees, meaning half the firms now employ 100 or more people.



Why it matters: Foreign direct investment (FDI) in the Metro Vancouver region appears to follow a pattern. Firms enter the market with a modest footprint (whether through an acquisition or the establishment of small office) and then scale significantly over time. This research confirms that foreign MNEs in target industries often follow this trajectory, with employment more than tripling on average. For investment attraction, this is a compelling message: firms that choose the Metro Vancouver region find it worthwhile to reinvest and expand. Sustained employee growth signals that the region’s value proposition delivers.

Finding #3: Firms in high-growth industries are expanding in the region to access talent and partnerships.

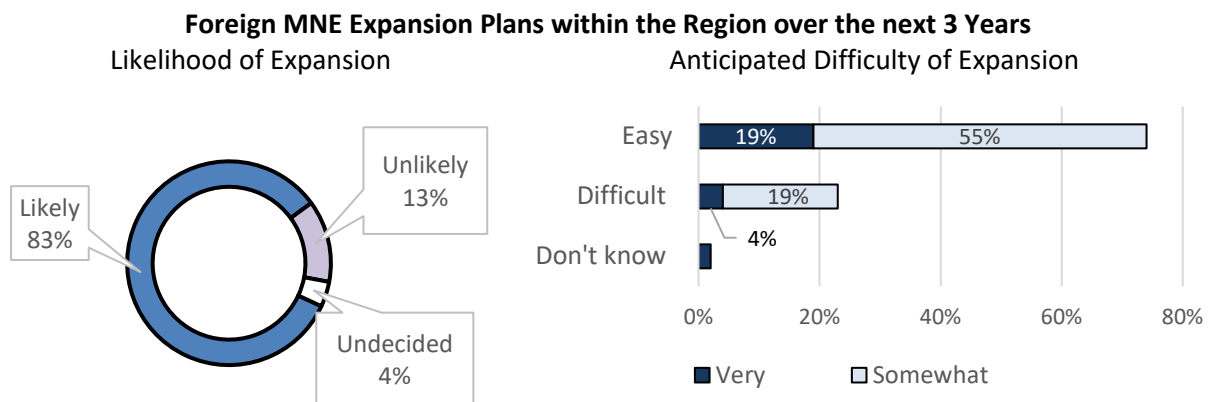
Foreign MNEs operating in the Metro Vancouver region report strong growth since entering the region, and increased demand for their products and services stands out as the dominant driver, cited by 80 per cent of respondents. This finding is consistent with Invest Vancouver’s strategic focus on sectors selected in part for their rising global demand. Demand-driven expansion was cited most frequently by long-tenured (89 per cent) and non-US-headquartered firms (89 per cent).

Beyond demand, two additional factors emerged as critical growth drivers: access to skilled labour and strategic partnerships, each cited by 60 per cent of firms. For newer firms (≤5 years in the market), access to skilled labour was even more important (83 per cent), ahead of both increased demand and partnerships (each at 58 per cent).

Why it matters: Invest Vancouver’s focus on investment attraction in export-oriented, high-growth industries is consistent with and validated by these findings: firms in these sectors are expanding primarily to meet rising demand and to access talent and partnerships. Talent stands out as a critical attractor, reinforcing the importance of workforce development and regional positioning in investment attraction efforts.

Finding #4: Foreign firms in the region share a strong sense of optimism and confidence about future expansion in the region.

Foreign MNEs in the region have been growing, and 83 per cent said they are likely to continue expanding in the region over the next three years. Remarkably, 74 per cent expect the expansion to be “somewhat” or “very” easy, with just 23 per cent expecting it to be difficult.

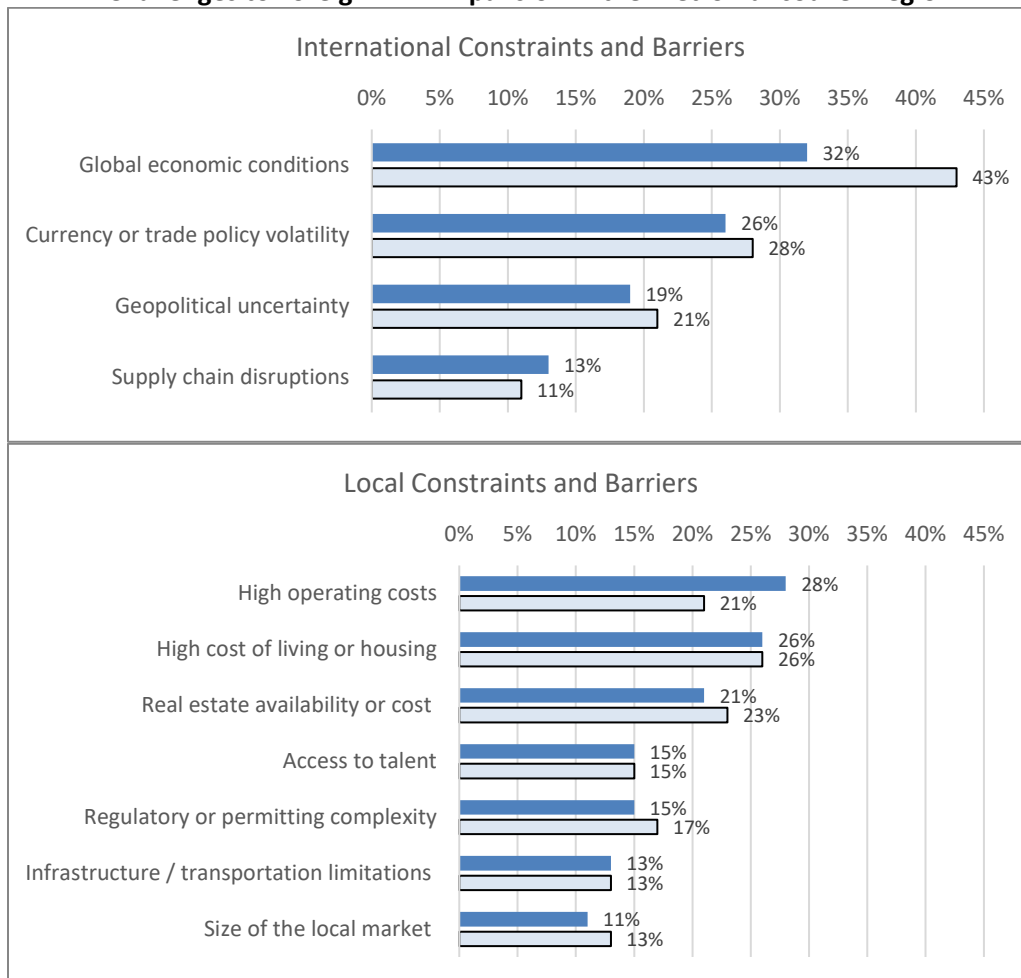


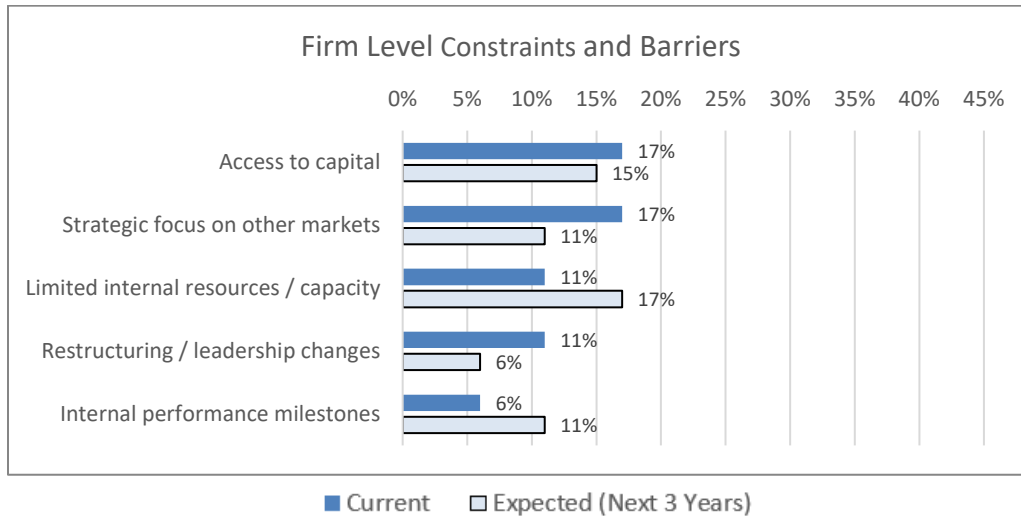
Why it matters: Despite negative headlines dominated by tariffs, geopolitical instability, and economic uncertainty, foreign firms in the Metro Vancouver region are planning to grow. This aligns with broader trends: previous Invest Vancouver research showed that FDI in BC delivered strong employment growth (+46 per cent) at foreign MNEs from 2016 through 2022. The takeaway for investment attraction is clear: firms in the region say it is an attractive place to do business, and they are confident, reinvesting, and expanding.

Finding #5: Firms cited a combination of global macroeconomic risks and local cost pressures as the main limitations and anticipated challenges to expansion.

Current and anticipated challenges to expansion reflect a mix of global and local pressures. At present, the most frequently cited global risks are economic challenges (32 per cent), currency or trade policy volatility (26 per cent), and geopolitical uncertainty (19 per cent). Locally, firms point to high operating costs (28 per cent), cost of living and housing (26 per cent), and real estate availability or cost (21 per cent) as the top constraints. Looking ahead over the next three years, these risks remain significant, but global economic conditions rise sharply to 43 per cent, signaling expectations of increased macroeconomic volatility. In contrast, high operating costs decline to 21 per cent, ranking fifth among anticipated challenges. Other concerns include regulatory or permitting complexity (17 per cent) and limited internal resources or capacity (17 per cent), suggesting that operational hurdles may become more prominent alongside global uncertainty.

Challenges to Foreign MNE Expansion in the Metro Vancouver Region





Why it matters: Global macroeconomic volatility is emerging as the dominant barrier to future expansion, while local cost pressures are expected to ease (while remaining relevant). The emergence of regulatory complexity and internal capacity constraints as notable concerns suggests that firms anticipate operational challenges beyond costs. For investment attraction, this underscores the importance of positioning the Metro Vancouver region as resilient amid global uncertainty and addressing talent and regulatory bottlenecks that could limit reinvestment.

ALTERNATIVES

1. THAT the MVRD Board:
 - a) receive for information the report dated January 26, 2026, titled “FDI Growth and Expansion Drivers Survey”; and
 - b) direct staff to forward a copy of the report to member jurisdictions for information with an offer of a staff presentation to Council upon request.

2. THAT the MVRD Board receive for information the report dated January 26, 2026, titled “FDI Growth and Expansion Drivers Survey”.

FINANCIAL IMPLICATIONS

The FDI Growth and Expansion Drivers Survey was expended through Invest Vancouver’s Board approved 2025 budget. The project cost \$109,000, including support from a CanExport grant that provided 50 per cent matched funding.

CONCLUSION

Foreign firms operating in the Metro Vancouver region consistently describe it as an attractive place to do business, a view that is reinforced by their actions. These firms have invested, reinvested, and expanded employment locally, and most expect to grow their operations further over the next three years. Together, their demonstrated commitments and firsthand assessments represent some of the most credible evidence that the region’s value proposition is delivering for foreign investors. These insights and peer endorsements will significantly enhance Invest Vancouver’s investment attraction narrative and strategic outreach efforts.

ATTACHMENTS

1. PwC FDI Growth and Expansion Drivers in the Metro Vancouver Region.
2. Presentation re: FDI Growth and Expansion Drivers Survey.

REFERENCES

1. Invest Vancouver. (2024). *Impact of Foreign Direct Investment in BC*.
<https://investvancouver.ca/Documents/impact-of-foreign-direct-investment-in-bc.pdf>

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FDI Growth and Expansion Drivers

In the Metro Vancouver Region

PwC Canada
February 2025



Disclaimer

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This report is based on information available to PwC at the time of its preparation and the specific scope of work agreed with Invest Vancouver. PwC has not audited, reviewed, or otherwise verified the information provided to us, and we do not provide any assurance, attestation, or opinion with respect to the contents of this report. Future events or information may affect the findings and conclusions, and PwC assumes no obligation to update this report for any such developments.



Metro Vancouver drives the growth of foreign firms through robust local development and positive business outlooks

Robust local expansion

- **85%** of firms have expanded since entry, driven by increased demand, access to skilled labour, and strategic partnerships.
- Firms have scaled significantly since entry - median employment grew by **233%**, and mean employment by **242%**, signalling successful local expansion.

Expansion plans

- **83%** are likely to expand in Metro Vancouver in the next three years.
- **77%** are likely to expand outside the region, reflecting multi-site growth strategies.

Favourable investment climate

- Significant majority of respondents rate Metro Vancouver as a “Good,” “Very Good,” or “Excellent” location for foreign companies.
- **74%** believe that expanding in the Metro Vancouver region in the next three years will be easy (with 19% of respondents saying “very easy” and 55% responding “somewhat easy”).

Barriers to expansion

- **43%** of respondents identified global economic conditions as an expected challenge.
- Cost pressures posed another notable expected challenge, with **21%** of respondents noting high operating costs and **26%** citing high cost of living or housing as an expected challenge.

Methodology

Company list

- PwC compiled a list of foreign MNEs operating in the Metro Vancouver region in growing, export-oriented sectors identified by Invest Vancouver. Please refer to the Methodology & Survey questions appendix for a list of sectors and thematic keywords.
- In collaboration with various PwC experts, we reviewed the list, eliminating companies no longer active in the region. Additionally, these specialists identified companies with which PwC maintains strong connections, enabling targeted outreach opportunities.
- The full company list consists of 403 companies.
- The company list was shared with Leger to support with respondent recruitment and data collection.



Survey

- PwC collaborated with Invest Vancouver and Leger to develop the survey questions. These questions are included in Appendix B. Leger subsequently integrated the survey questions into their survey platform.
- The online survey was conducted with 47* senior decision-makers from foreign-owned multinational enterprises (MNEs) operating in the Metro Vancouver area.
- Participants were sourced from Leger's LEO panel, via a social media campaign on Meta and LinkedIn, as well as through targeted outreach by PwC.
- The survey was conducted between October 9 and November 12, 2025.



Aimed to

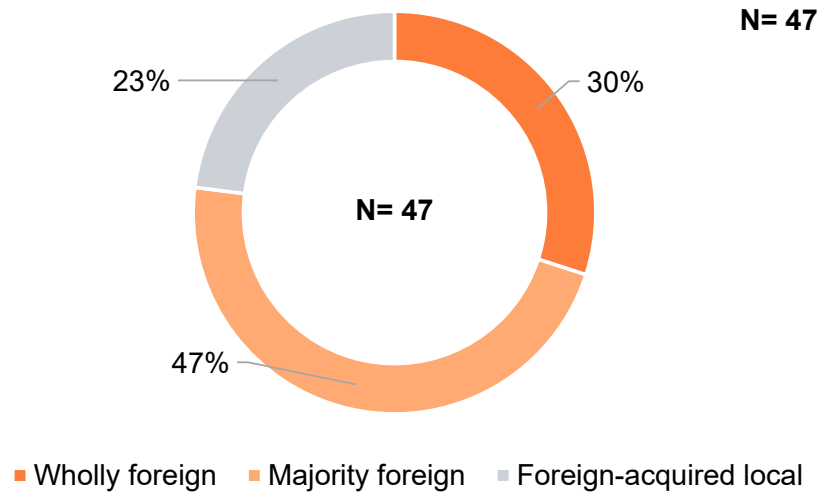
- Understand growth patterns of foreign-owned MNEs, including how they entered the region, how their presence has evolved, and where they see future opportunity.
- Identify key drivers and barriers affecting investment and reinvestment decisions, including talent, policy environment, operating costs, infrastructure, and global conditions.
- Assess future expansion outlook, both within Metro Vancouver and in other jurisdictions



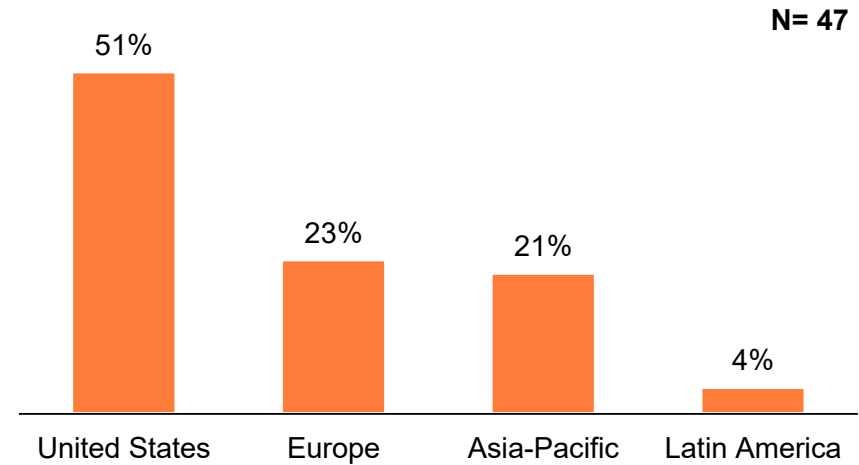
*The survey received responses from 47 participants, with an extra 14 respondents whose companies do not operate in Metro Vancouver, so they did not complete the entire survey. In some sections of the report, there are questions with more than 47 answers because certain questions allowed respondents to choose multiple options.

Firm Ownership and Country of Origin

Ownership mix



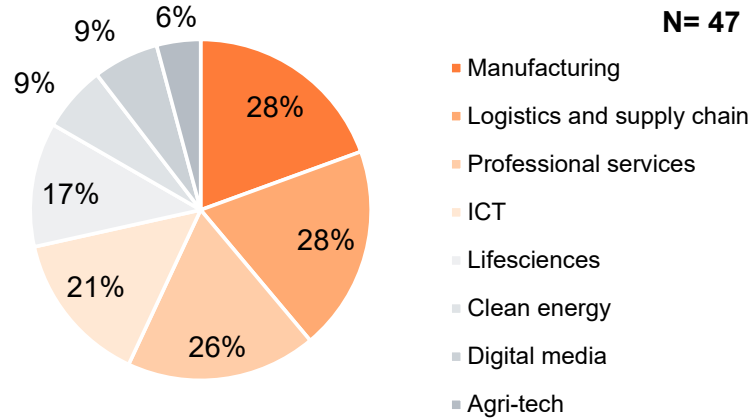
Regional analysis of parent company headquarters



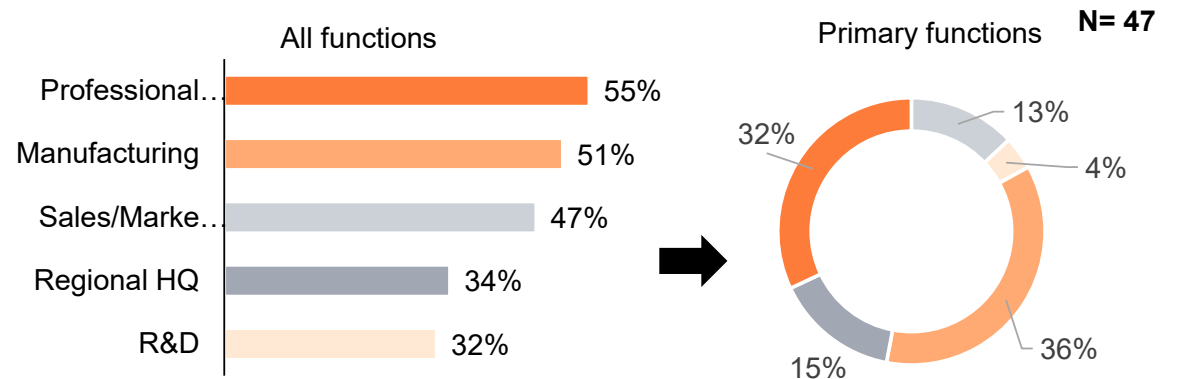
- All respondents are **foreign-owned firms**: 47% majority foreign, 30% wholly foreign, and 23% foreign-acquired local.
- Most respondents are **senior decision-makers (C-suite and senior executives)**, validating that the survey reached the right audience for strategic insights.
- The **United States dominates as the parent company location**, representing over half the sample (51%). **China is the next largest origin** (11%), followed by **Hong Kong and the United Kingdom** (~4% each). This concentration suggests Metro Vancouver’s FDI is heavily North American, with notable but smaller representation from Asia and Europe.
- Other countries represented in the sample (with one firm each) include **Australia, Austria, Costa Rica, France, Germany, India, Ireland, Japan, Mexico, Romania, Spain, Sweden, Switzerland and Ukraine.**

Firm Sectors and Operating Functions

Primary sector of operation



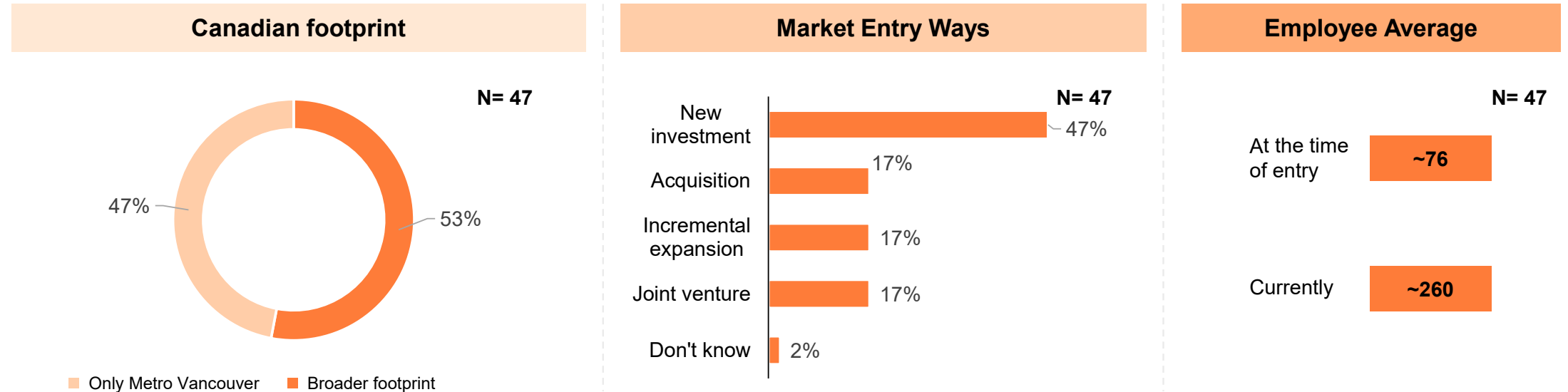
Operating functions of respondents



- **Advanced Manufacturing, Logistics, and Professional/Scientific/Technical Services** are the **leading sectors among respondent firms**,
- Other sectors such as **Clean Tech, Digital Media, and Agri-Tech** are present but represent smaller shares (6–9%).
- **Professional/Scientific/Technical Services and Manufacturing/Production** are the **most common operating functions**, followed by Sales/Marketing, Regional HQ, and R&D. When asked about their primary function, firms most frequently identified Manufacturing/Production and Professional/Scientific/Technical Services
- This distribution shows that while many firms have diverse operations, **manufacturing and professional services are most often at the core of their Metro Vancouver activities.**

NOTE: Participants were allowed to choose more than one option regarding both the sector and the function of the company within Metro Vancouver.

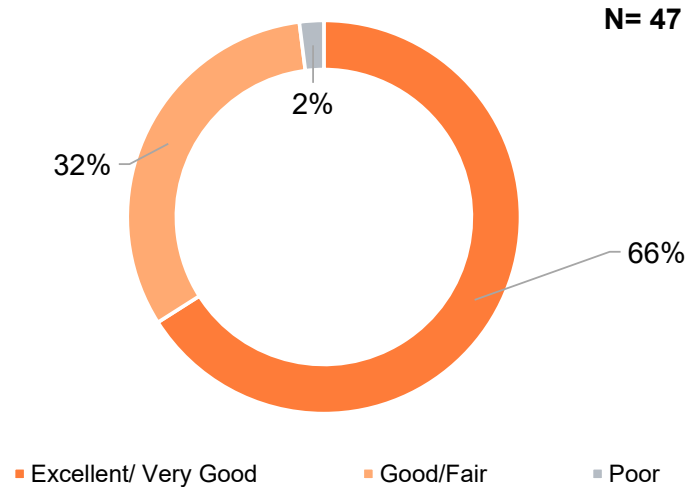
Firm Footprint, Market Entry, and Growth



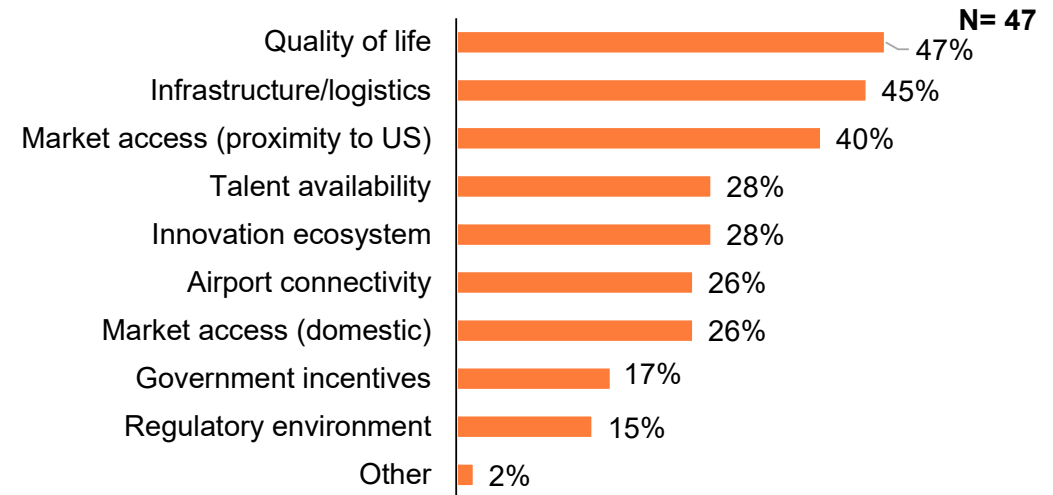
- Nearly **half of firms operate only in Metro Vancouver**, while 53% have a broader Canadian footprint. Among all firms, **Metro Vancouver is the first Canadian location for 56%**, with the remainder starting in Ontario (24%), Quebec (8%), elsewhere in BC (8%), or Alberta/Saskatchewan/Manitoba/Northern Canada (4%). This highlights Metro Vancouver’s role as both a **primary entry point and a hub for further Canadian expansion**.
- **New investment is the most common entry mode**, followed by acquisition, incremental expansion from another Canadian location, and joint ventures. This mix shows that **both greenfield investment and corporate transactions are important** pathways for foreign firms entering the region.
- Most firms are well-established: **70% have operated in Metro Vancouver for 5+ years (34% for 6–10 years and 36% for more than 10 years)**, while only 9% are very recent entrants (<2 years). This signals long-term commitment and stability in the region.
- Firms have scaled significantly since entry: median employment grew from **30 to 100 (~233% increase)**, and **mean employment from ~76 to ~260 (~242% increase)**. This represents more than a threefold increase, signaling successful local growth among respondent firms.

Location Rating and Attractiveness for Business

Location Rating



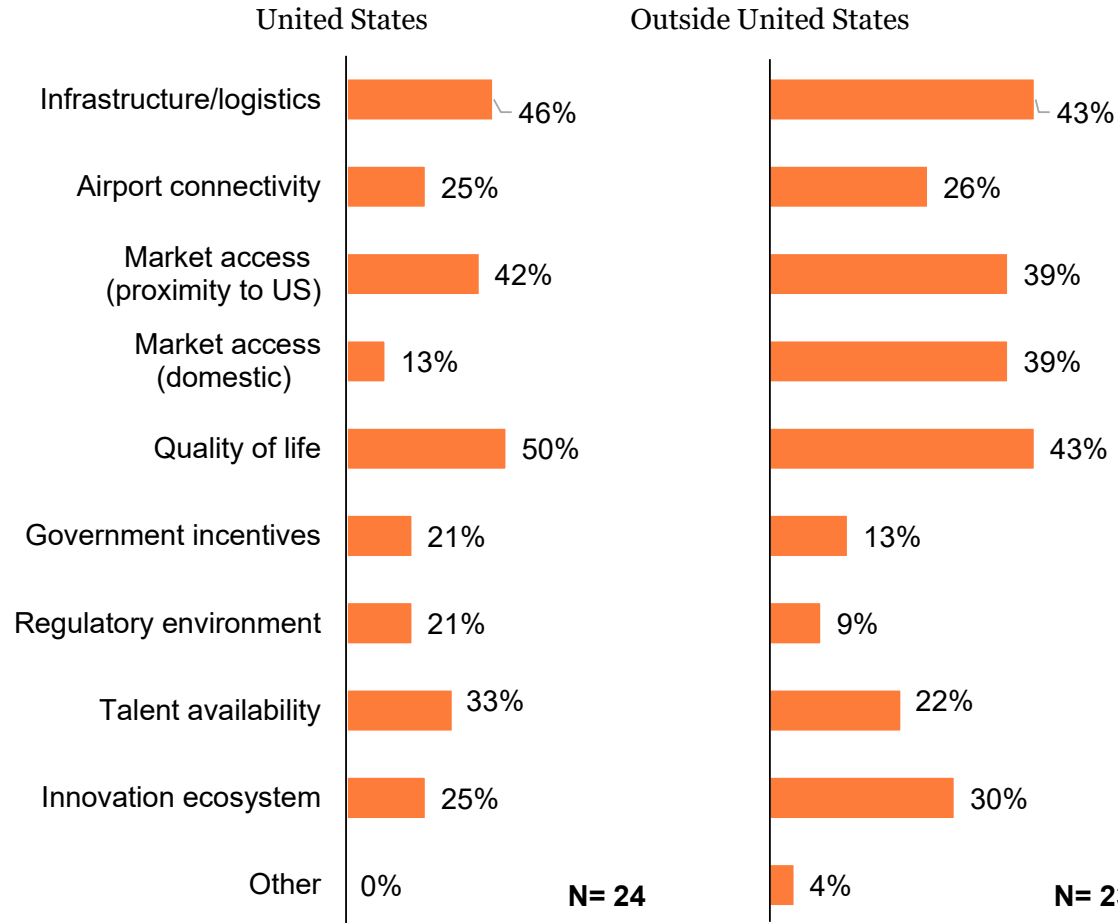
Key Attractiveness Factors



- **Metro Vancouver is viewed as a favourable location for foreign multinational enterprises**, with 98% of respondents rating it “Excellent”, “Very Good”, “Good”, or “Fair”. Only 2% of respondents rated the location as “Poor”, indicating strong overall sentiment.
- **Quality of life and infrastructure/logistics are the most frequently cited reasons for choosing Metro Vancouver**, followed by proximity to the US market and talent availability. Other important factors include innovation ecosystem, airport connectivity, and domestic market access.
- **Government incentives and regulatory environment are less frequently mentioned**, suggesting that lifestyle and connectivity are stronger draws than policy incentives.

US firms value proximity and logistics, while non-US firms prioritize broader market access and innovation

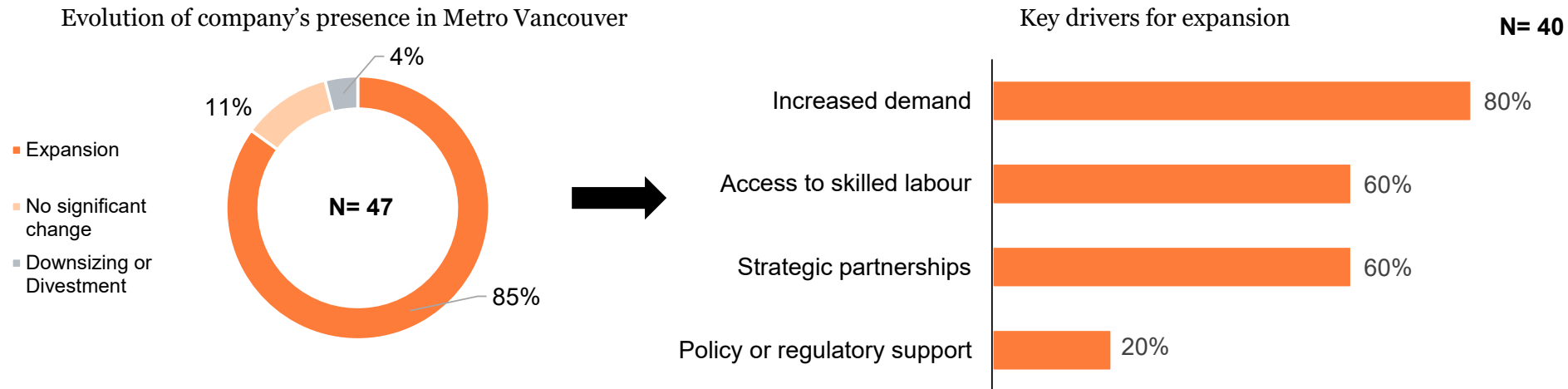
Regional analysis by attractiveness factors



- US firms value proximity to the US border (42% for US firms versus 39% for non-US firms), while non-US firms are more likely to cite access to the broader Canadian market (39% for non-US firms versus 13% for US firms). Overall, market access is a top-three factor for both groups.
- Metro Vancouver’s quality of life is a major attractor, particularly for US-based investors (50%), supporting talent attraction and retention.
- The advanced industries and infrastructure sector is highly dependent on logistics and infrastructure, making Metro Vancouver’s connectivity a critical attractor, with 82% of the respondents in this sector rating logistics/ airport connectivity as key attractive factor.
- Newer entrants value a mix of logistics, quality of life, and talent, suggesting these are critical for initial investment decisions. Established firms place even greater emphasis on logistics and market access (67%), possibly as their operations scale.

Expansion Drivers

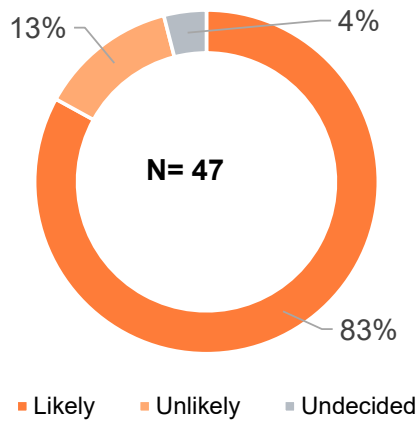
Drivers affecting the evolution of company's presence in Metro Vancouver



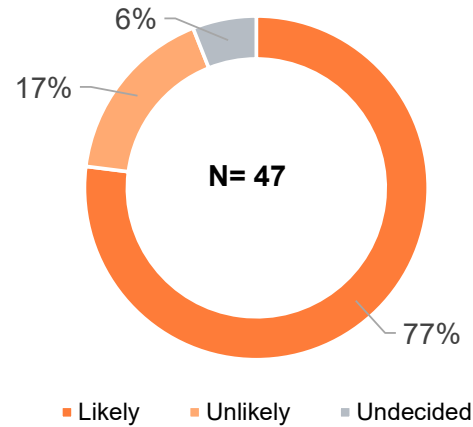
- **85% of firms have expanded their presence since entering Metro Vancouver.** 49% report gradual expansion while 36% have undergone major expansion. Conversely, only 11% report no significant change, and 4% have downsized or divested. This signals **strong growth momentum among foreign firms in the region.**
- **Increased demand is the leading driver of expansion,** cited by 80% of expanding firms. **Access to skilled labour and strategic partnerships** are also major factors supporting growth. Policy or regulatory support is a less common driver, indicating that market and talent factors are more influential than policy incentives.
- **Nearly half of firms (47%) have expanded operations beyond Metro Vancouver** since their initial entry. Of those, 41% expanded elsewhere in BC, 50% in the rest of Canada, and 5% outside Canada. This demonstrates that Metro Vancouver often serves as a launchpad for further Canadian and international growth.

Expansion Plans

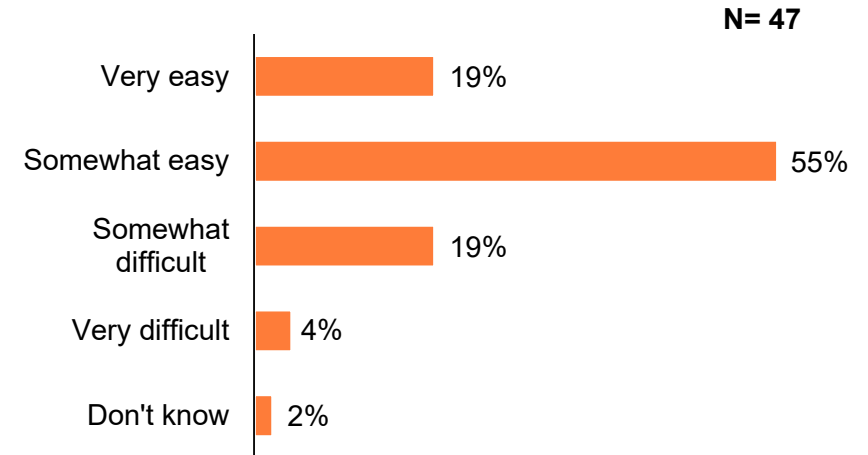
Expansion plans in Metro Vancouver in next 3 years



Expansion plans outside Metro Vancouver in next 3 years



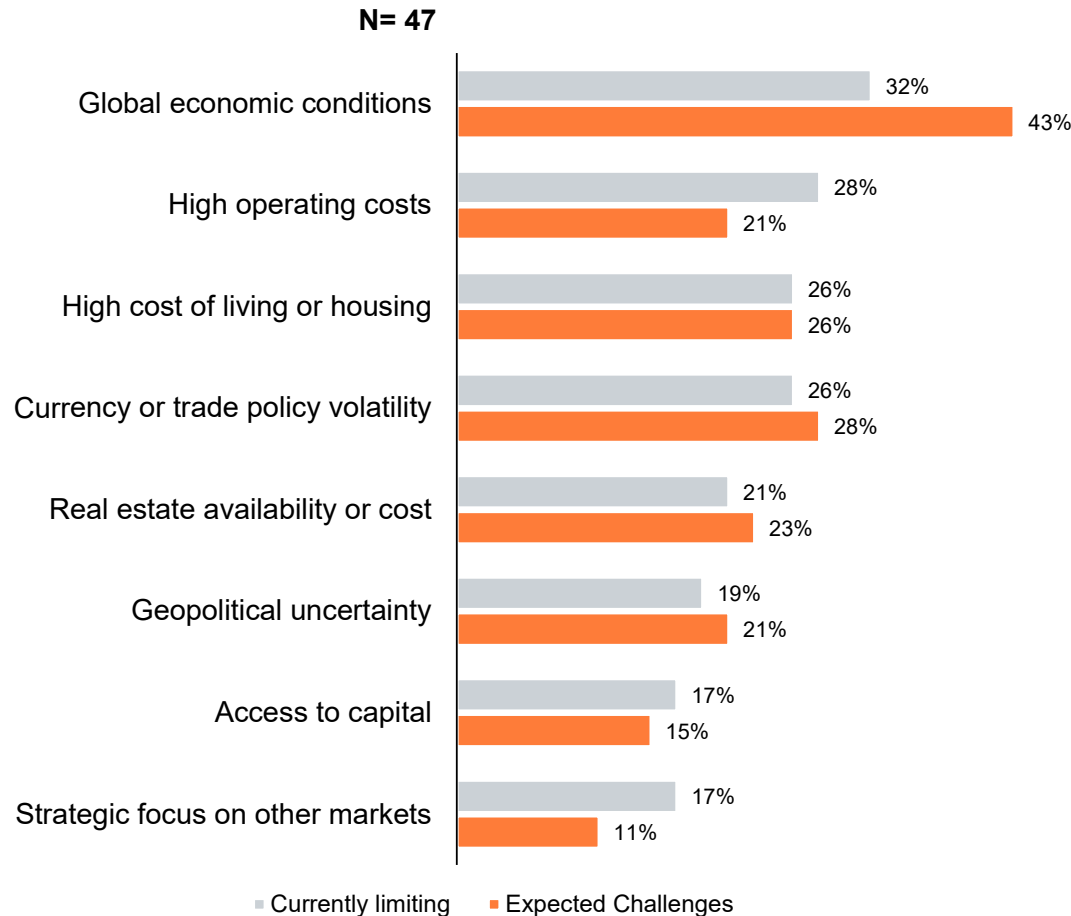
Perception of difficulty in expanding operation in next 3 years



- While **83% plan to expand in Metro Vancouver, 77% also expect to expand outside the region within the next three years.** This suggests firms view Metro Vancouver as a core hub, but not their sole growth market and multi-site strategies are common.
- **74% say expansion in MV would be easy, yet 23% anticipate some difficulty.** This means most **firms are optimistic, but targeted interventions could convert “somewhat easy” into “very easy,” accelerating investment decisions.**

Current and Future Risks to Expansion (1/2)

Key current limitations and expected challenges in the next 3 years

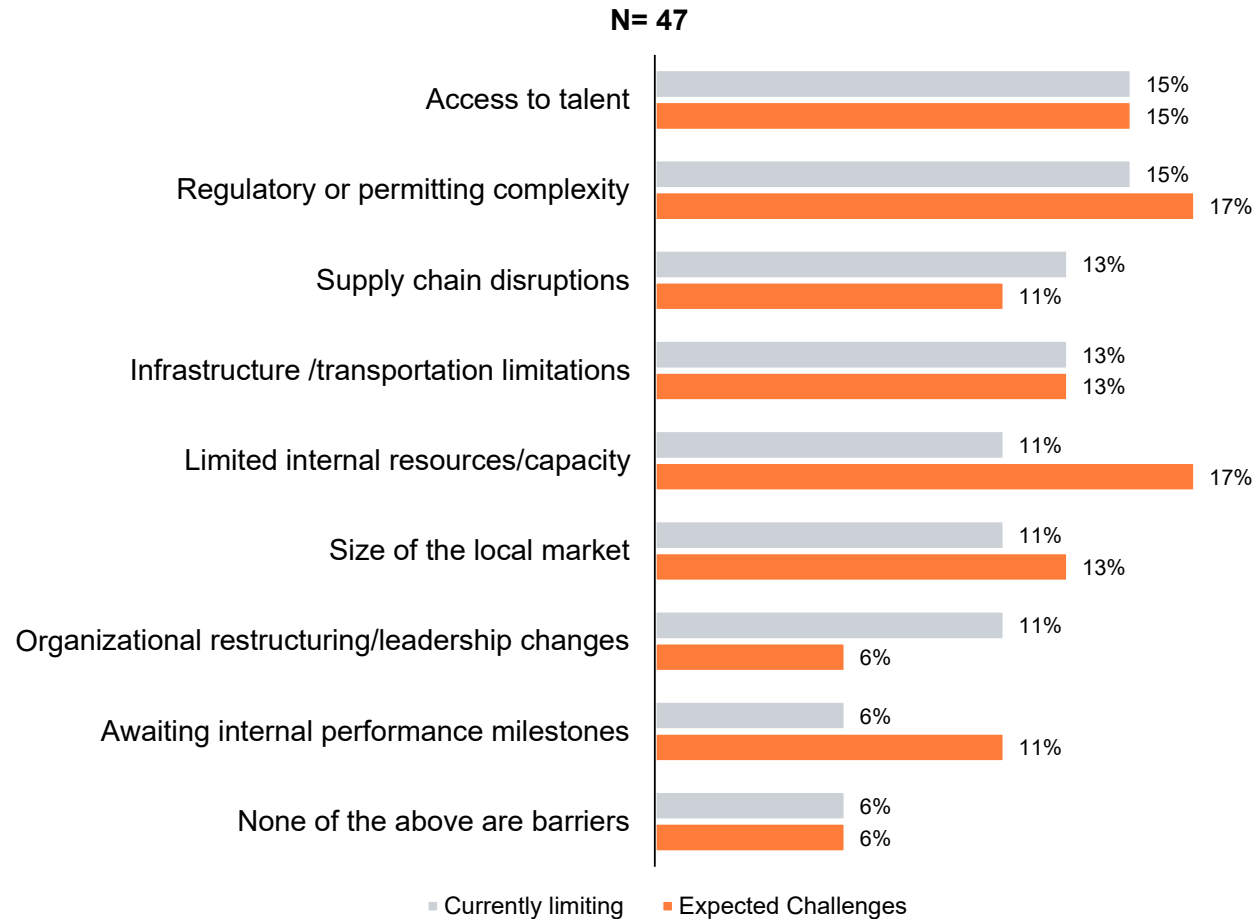


By headquarters

- Companies headquartered in the US more frequently report that no future barriers apply. Non-US firms report higher future barriers:
 - **Global economic conditions (52%)**
 - **Regulatory complexity (26%)**
 - **Geopolitical uncertainty (22%)**
- US-headquartered firms are more likely to cite regulatory and internal resource as future challenges (21 versus 13%), and face significant cost and housing pressures

Current and Future Risks to Expansion (2/2)

Other current limitations and expected challenges in the next 3 years



By tenure

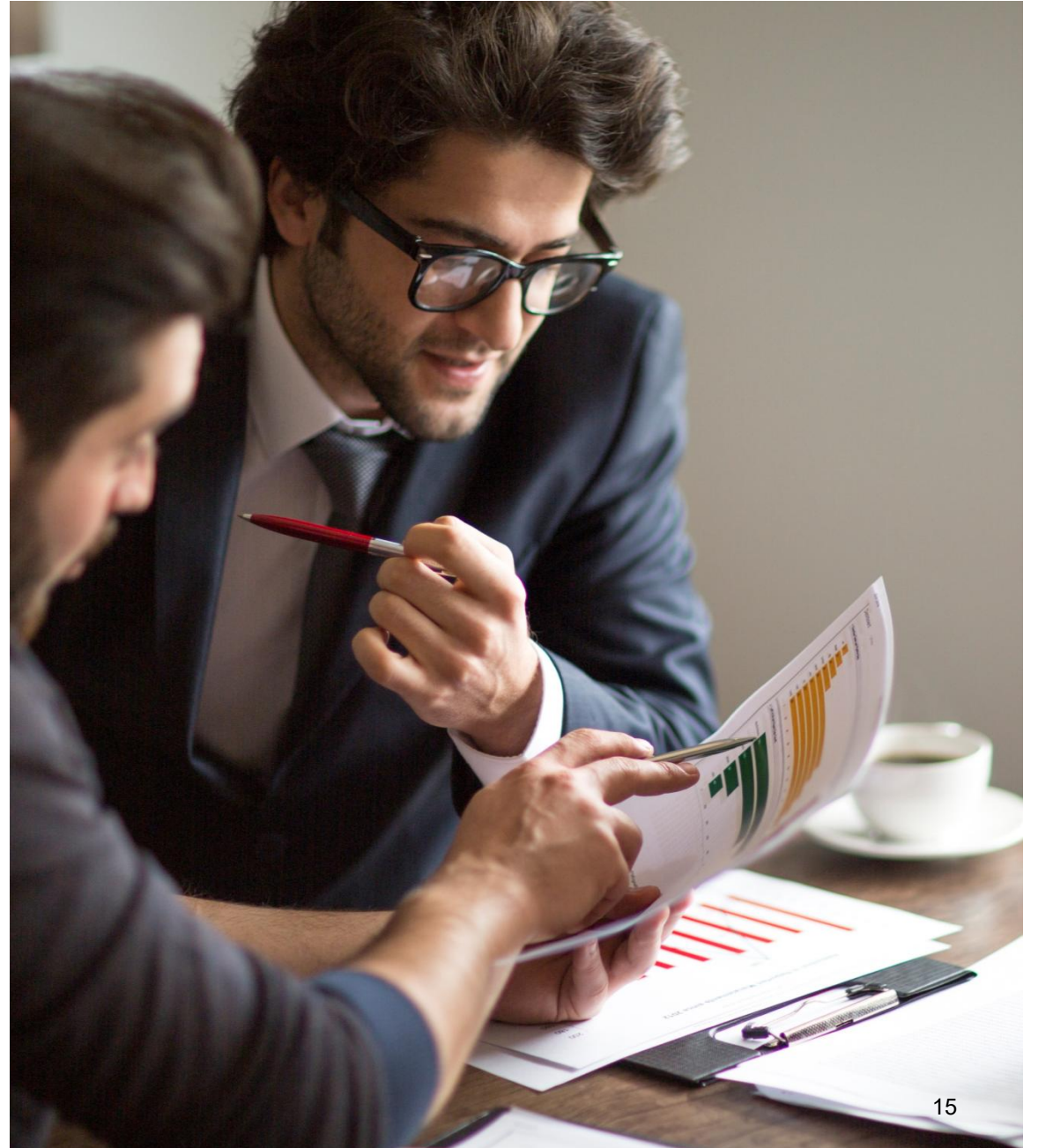
- Newer Entrants (≤ 5 years in Metro Vancouver) are more likely to cite the following as future challenges
 - **Global economic conditions (57%)**
 - **Regulatory complexity (29%)**
- Established Firms (> 5 years) report fewer acute barriers but anticipate ongoing issues with **real estate, high cost of living, and currency/ trade policy volatility.**

Firms say foreign investment would be supported by:

<p>Life sciences & health innovation</p>	<p>Advanced manufacturing & industrial equipment</p>	<p>ICT</p>
<p>“Continued investment in public infrastructure, particularly transit and affordable housing, is crucial to support a growing workforce.”</p>	<p>“Growing economy helps and is a main driver. Stable relationship with the USA.”</p>	<p>“Lower business costs, faster permit processes, better tax incentives, and improved industrial space availability would attract more foreign firms.”</p>
<p>Logistics, warehousing & supply chain technology</p>	<p>Professional, scientific and technical services</p>	<p>Advanced manufacturing & industrial equipment</p>
<p>“Focus on improving Metro Vancouver’s business environment; streamlining government regulations and offering some sort of financial incentive.”</p>	<p>“Better economic conditions, easier approval for permits, better real estate cost”</p>	<p>“Incentives to bring their business to the Metro Vancouver region, tax breaks, and worker availability.”</p>

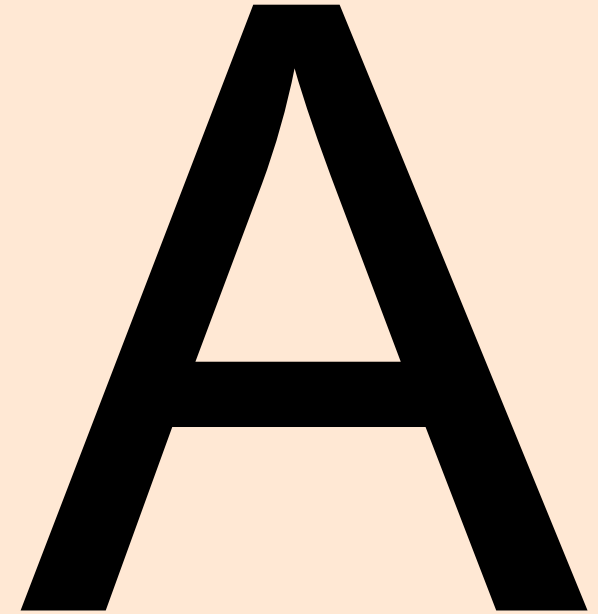
Limitations

- **Optimism Bias in Responses:** The survey results may reflect an overly positive outlook on Metro Vancouver's business environment and expansion prospects. This is because the surveyed companies are those currently operating in the region. Firms that faced significant challenges or were dissatisfied may have exited and thus are not represented in the sample. As a result, the findings may understate barriers or negative experiences that could have led to business closures or relocations.
- **Survivorship Bias:** The sample consists of firms that have successfully maintained operations in Metro Vancouver. Their perspectives may not capture the experiences of companies that struggled or failed to expand, potentially skewing the results toward more favourable assessments of local conditions and opportunities.
- **Limited Representation of Exited Firms:** The survey included only a few respondents who are no longer operating in Metro Vancouver, resulting in limited representation and data for this group. As most of the analysis centres on companies still present in Metro Vancouver, insights from those that have left the area are not fully captured. This limitation may impact the overall completeness of the findings related to barriers and challenges.





Appendices



Leger background information

In this project, Leger handled survey design in collaboration with PwC, as well as respondent recruitment and data collection



PwC collaborated with Leger, Canada's leading survey research firm, for this initiative. We utilized Leger's expertise in designing executive-level surveys, recruiting participants, and gathering data.



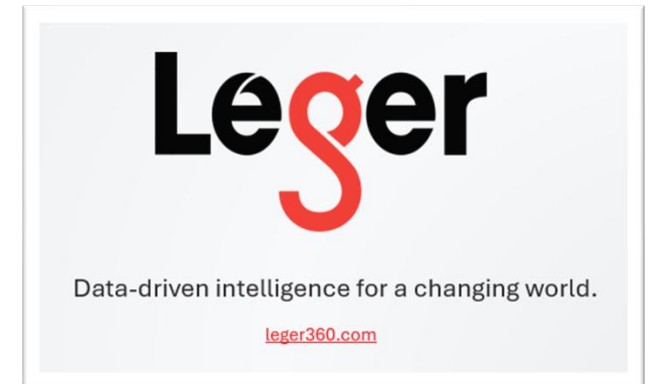
Leger, the largest independently owned full-service market research and analytics company in Canada, has over 40 years of experience and a team of more than 300 professionals throughout North America. Renowned for engaging difficult-to-reach groups such as C-suite executives, global investors, and niche industries, Leger delivers strategic insights that aid in policy formulation, economic development, and investment decisions.



Leger has also been noted as the most accurate polling firm for the 2021 Canadian federal election, reflecting the quality of their online panel and the expertise of their research experts and analytics team.



Leger's extensive background in business-to-business and economic research was vital for this project. Their effective recruitment methods (including database creation, targeted outreach, and multi-channel communication) guaranteed strong participation from senior leaders at multinational and Canadian organizations.



B

Methodology & survey questions

Sector and Keyword Filtering

Priority sectors

- Invest Vancouver identified growing, export-oriented sectors that this survey was focused on, these sectors include:
 - Life Sciences and Health Innovation
 - ICT and Electronic Components
 - Clean Tech and Clean Energy
 - Advanced Manufacturing and Industrial Equipment
 - Mining Supply and Services/Critical Minerals
 - Digital Media and Entertainment
 - Agri-Tech and Food Processing
 - Aerospace/Space and Defence, Logistics
 - Warehousing and Supply Chain Technology



Innovation themes

- These themes span multiple sectors and reflect emerging technologies that are increasingly relevant to investment attraction. These keywords were used to refine search strategies.
 - Artificial Intelligence
 - Machine Learning
 - Robotics
 - Internet of Things
 - Autonomous Vehicles
 - Video Games and Immersive Media
 - Quantum Computing



Survey Questions (1/2)

Section	Question Text
Screening	Does your company currently have operations in the Metro Vancouver region?
Screening	Did you previously have operations in Metro Vancouver?
Screening	What prompted the exit from the region? (Open-end)
Screening	Do you have plans to add operations in the Metro Vancouver region?
Screening	Is your company foreign-owned?
Screening	Which of the following best describes your role in the company?
Screening	What is your company's primary sector of operation in Metro Vancouver? (Select all that apply)
Company Profile	In which country is your company's global or parent company headquarters located?
Company Profile	How long has your company operated in Metro Vancouver?
Company Profile	What functions of your company operate in your Metro Vancouver location? (Select all that apply)
Company Profile	What is your company's primary function in your Metro Vancouver location?
Company Profile	Approximately how many full-time equivalent (FTE) employees does your company have in Metro Vancouver?
Company Profile	Is Metro Vancouver your only Canadian location?
Company Profile	Where was your first Canadian location?
Company Profile	On a scale of 1 to 5, where 1 is poor and 5 is excellent, how would you rate Metro Vancouver as a location for foreign multinational enterprises?
Company Profile	You rated Metro Vancouver as a location for foreign multinational enterprises, why did you give this rating? (Open-end)

Survey Questions (2/2)

Section	Question Text
Market Entry, Expansion & Outlook	How did your company first enter the Metro Vancouver market?
Market Entry, Expansion & Outlook	How many employees did you have initially at launch/market entry in Metro Vancouver?
Market Entry, Expansion & Outlook	What are the top three factors which make Metro Vancouver attractive for investment or reinvestment for your company? (Select three only)
Market Entry, Expansion & Outlook	Since entering the Metro Vancouver market, how has your company's presence evolved in the region? (Select one only)
Market Entry, Expansion & Outlook	You said your company has undergone since entering the Metro Vancouver region. Why? (Open-end)
Market Entry, Expansion & Outlook	What were the key drivers of your expansion? (Select all that apply)
Market Entry, Expansion & Outlook	Has your company expanded operations in any other jurisdictions since your initial entry into Metro Vancouver?
Market Entry, Expansion & Outlook	Where else did you expand your operations?
Barriers & Challenges	How likely is your company to expand its operations in Metro Vancouver in the next 3 years?
Barriers & Challenges	How easy or difficult would it be for your company to expand operations in Metro Vancouver in the next three (3) years?
Barriers & Challenges	Please indicate whether each of the following factors is currently limiting your company's expansion in Metro Vancouver and/or is expected to be a challenge to expansion in the next 3 years? (Matrix)
Barriers & Challenges	Are there any other factors that are currently limiting your company's expansion or that could be a challenge to expansion in Metro Vancouver? (Open-end)
Barriers & Challenges	How likely is your company to expand its operations into regions outside of Metro Vancouver within the next 3 years?
Final Questions	Based on your experience, what changes do you think would make foreign firms more likely to begin or expand operations in the Metro Vancouver region? (Open-end)
Final Questions	Given what you now know about Invest Vancouver, would your company consider connecting with them for no-cost support or guidance related to investment, expansion, or navigating the Metro Vancouver business environment?
Final Questions	Please provide your information below for Invest Vancouver to contact you in the near future.
Final Questions	Please provide your information below for Invest Vancouver to follow-up with you in the near future.
Final Questions	Finally, would you be open to a short follow-up interview with a consultant from PriceWaterhouseCoopers (PwC) to further discuss some of your responses in this questionnaire?

Thank you

[pwc.com/ca](https://www.pwc.com/ca)

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INVEST VANCOUVER
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FDI Growth and Expansion Drivers Survey

Invest Vancouver Management Board - February 18, 2026
Presented by Gregory Freeman, Senior Economist, Invest Vancouver

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Growth and Expansion Drivers Survey

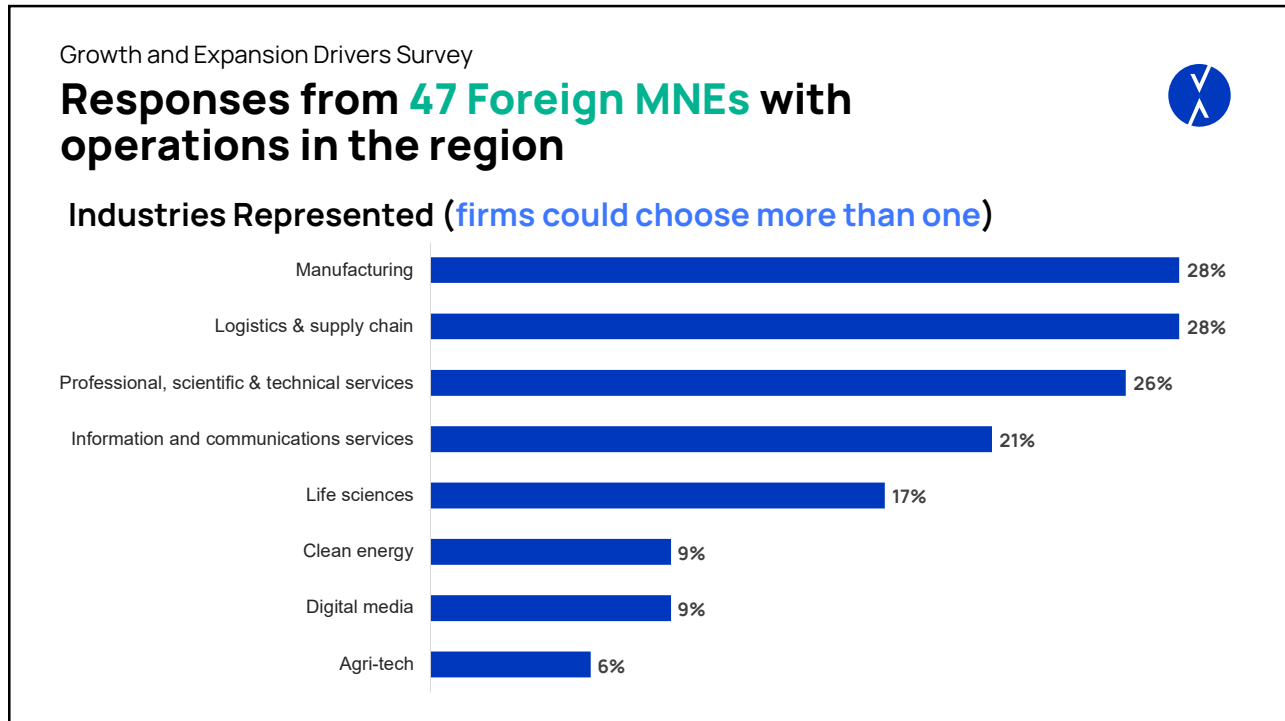


Responses from **47 Foreign MNEs** with operations in the region

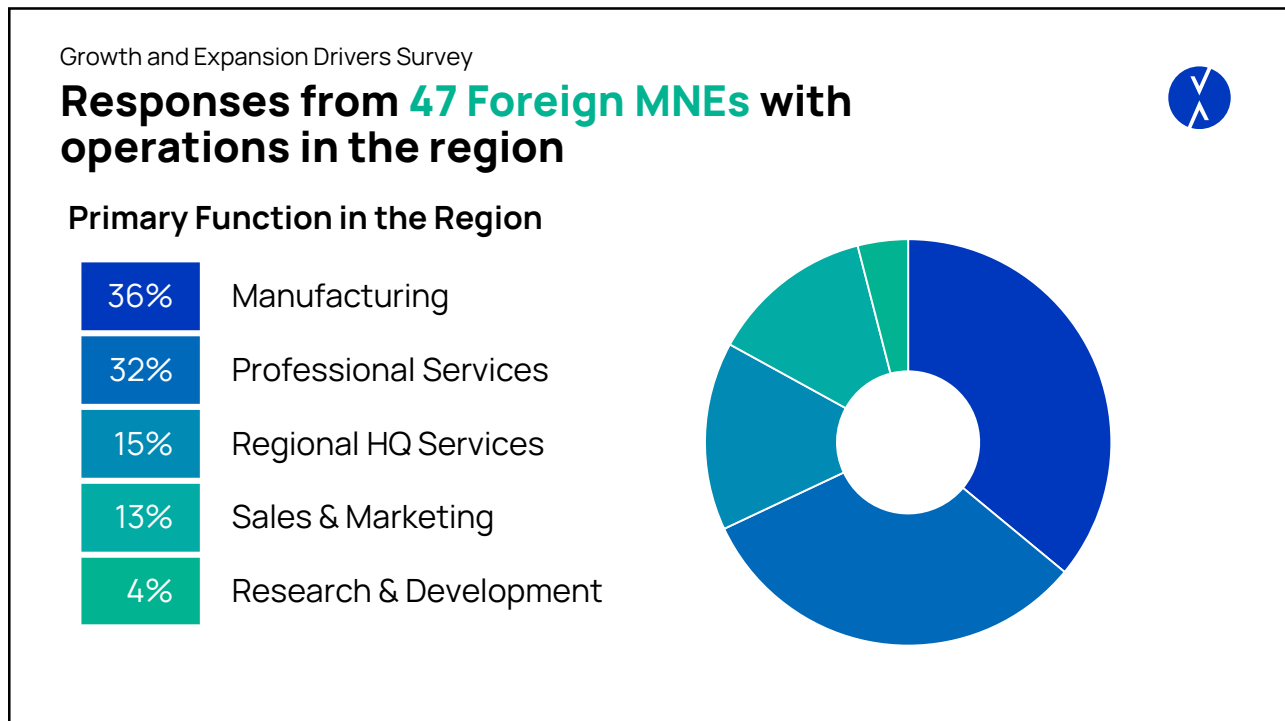
Countries Represented in Survey (by location of HQ)

United States	51%
Europe	23%
Asia-Pacific	21%
Latin America	4%

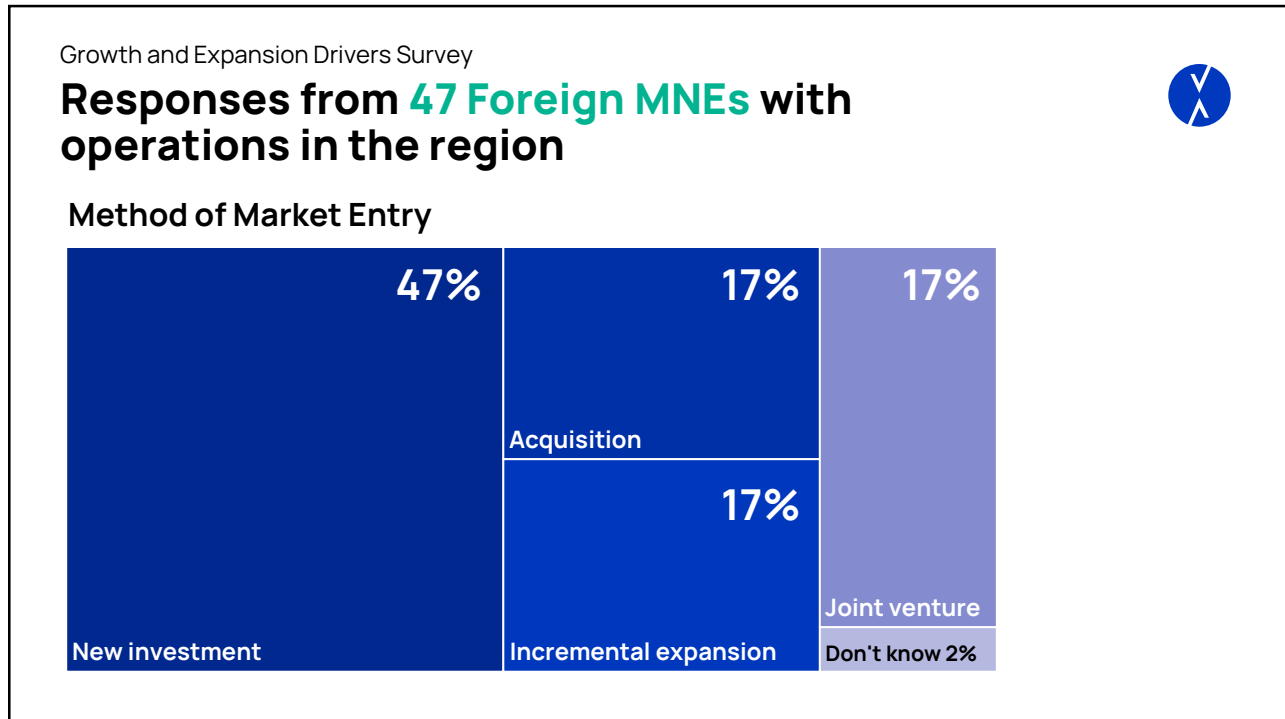
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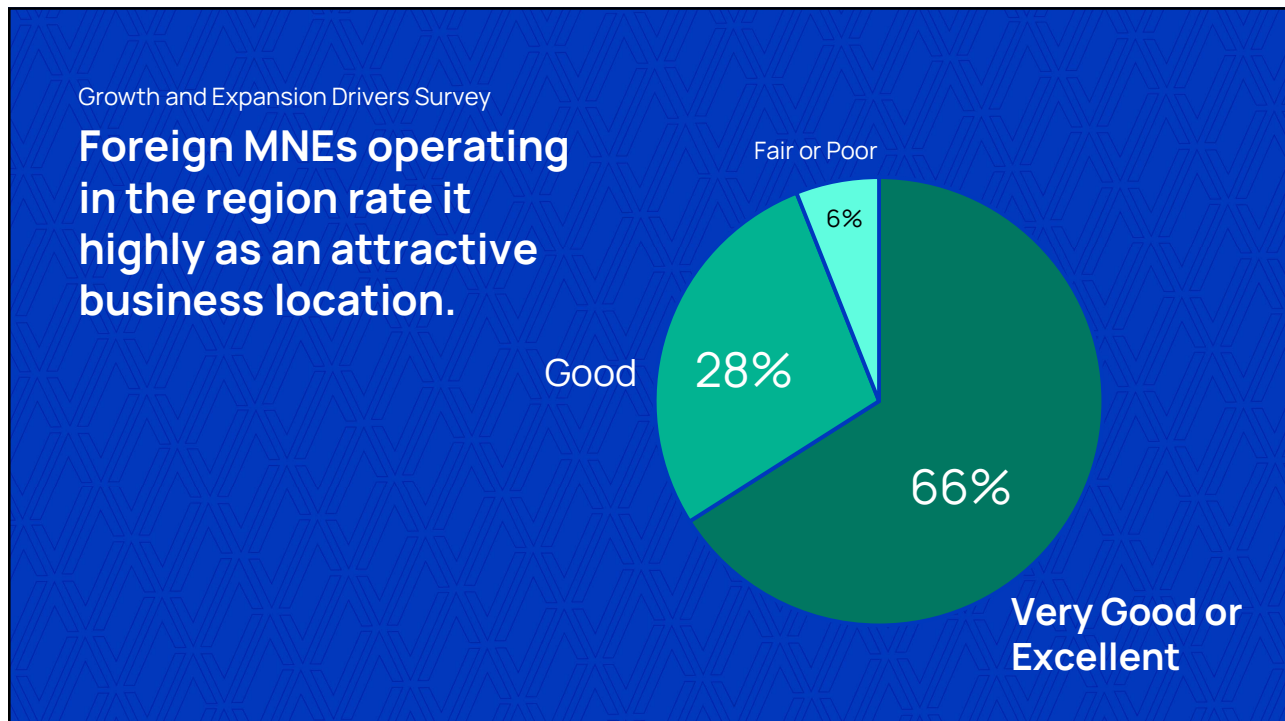
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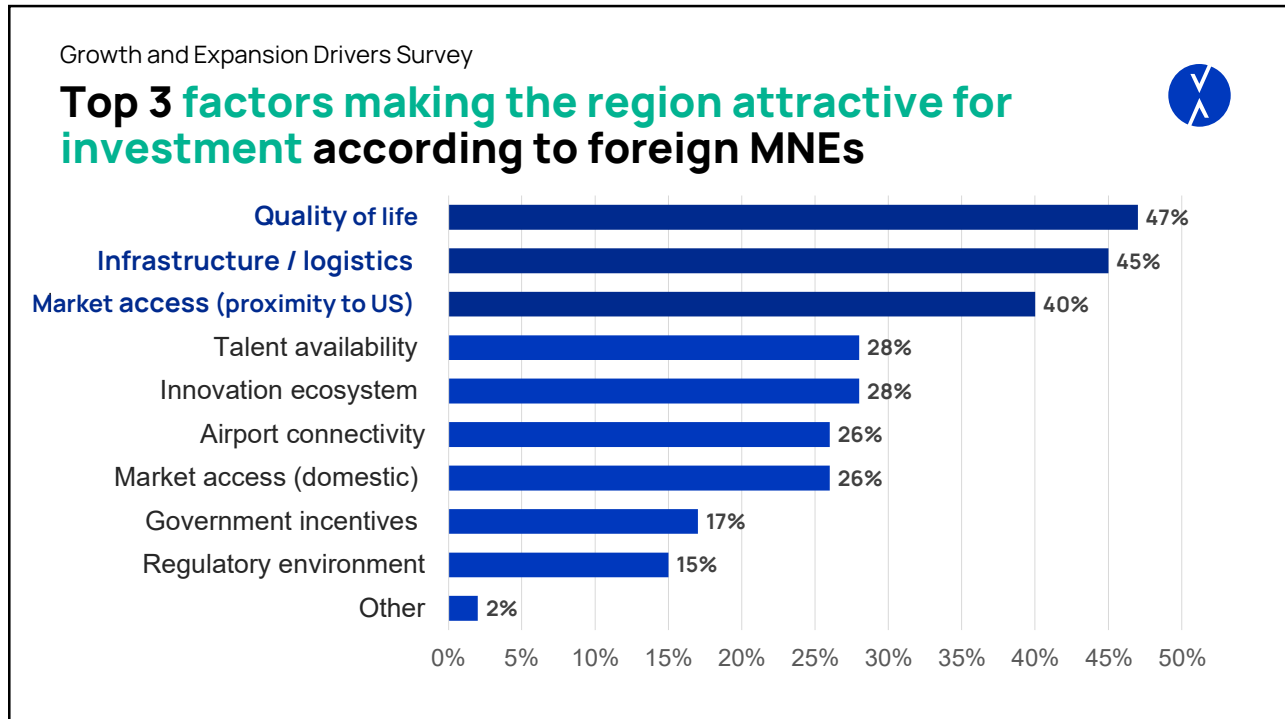
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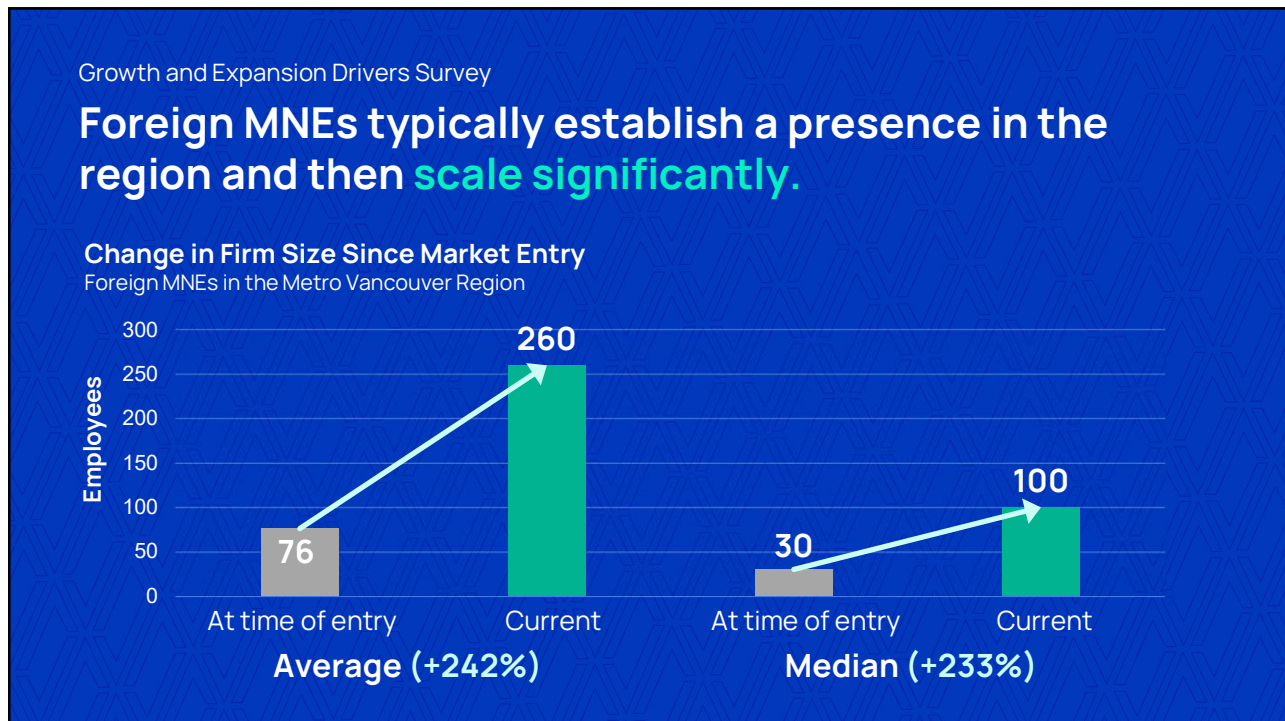
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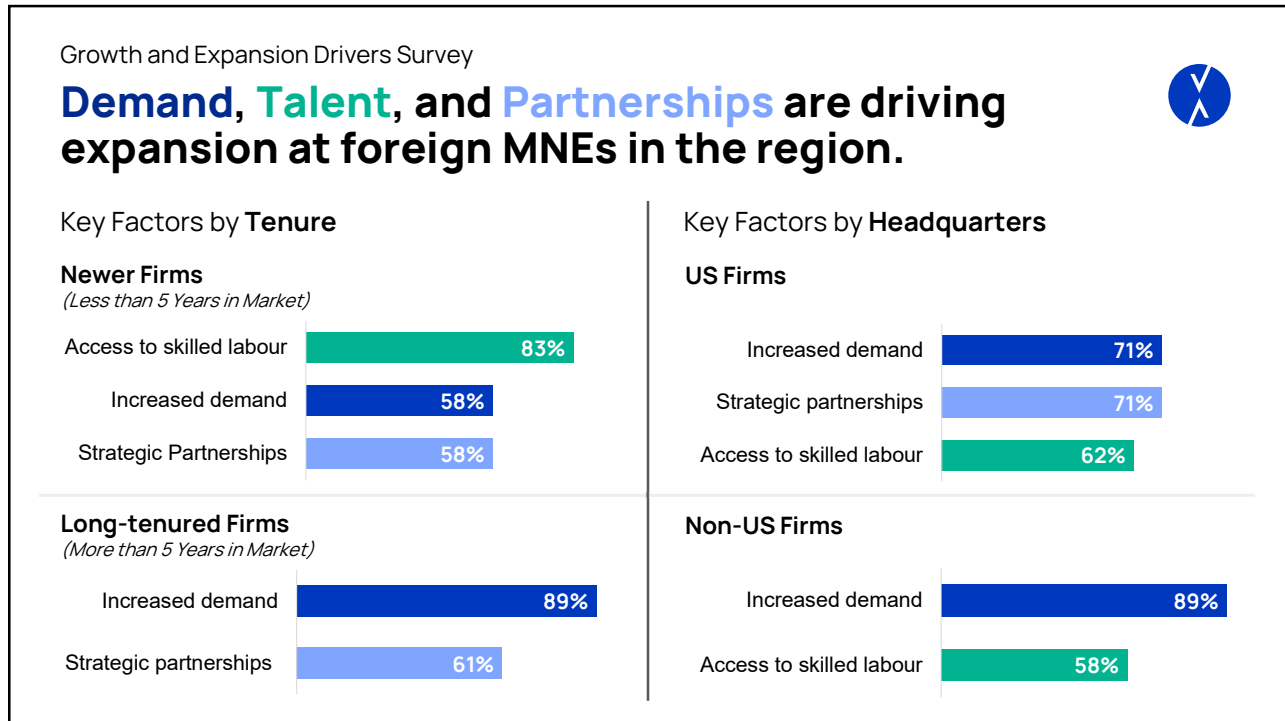
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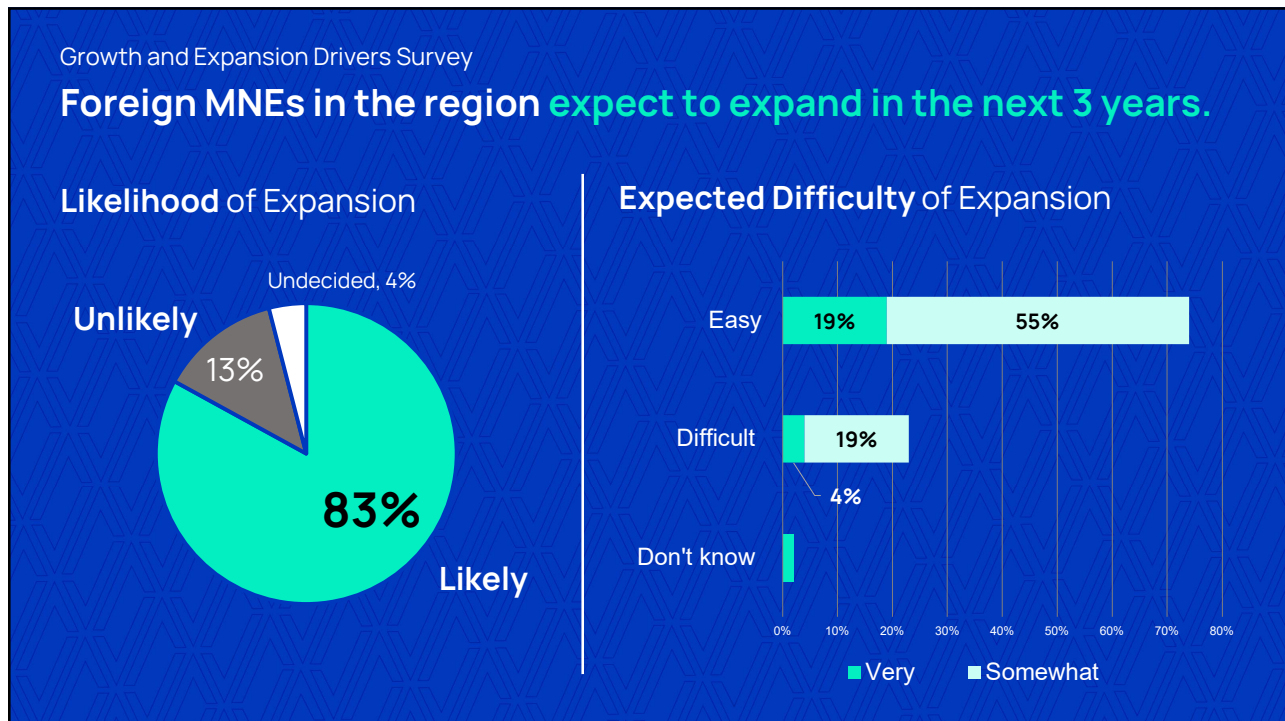
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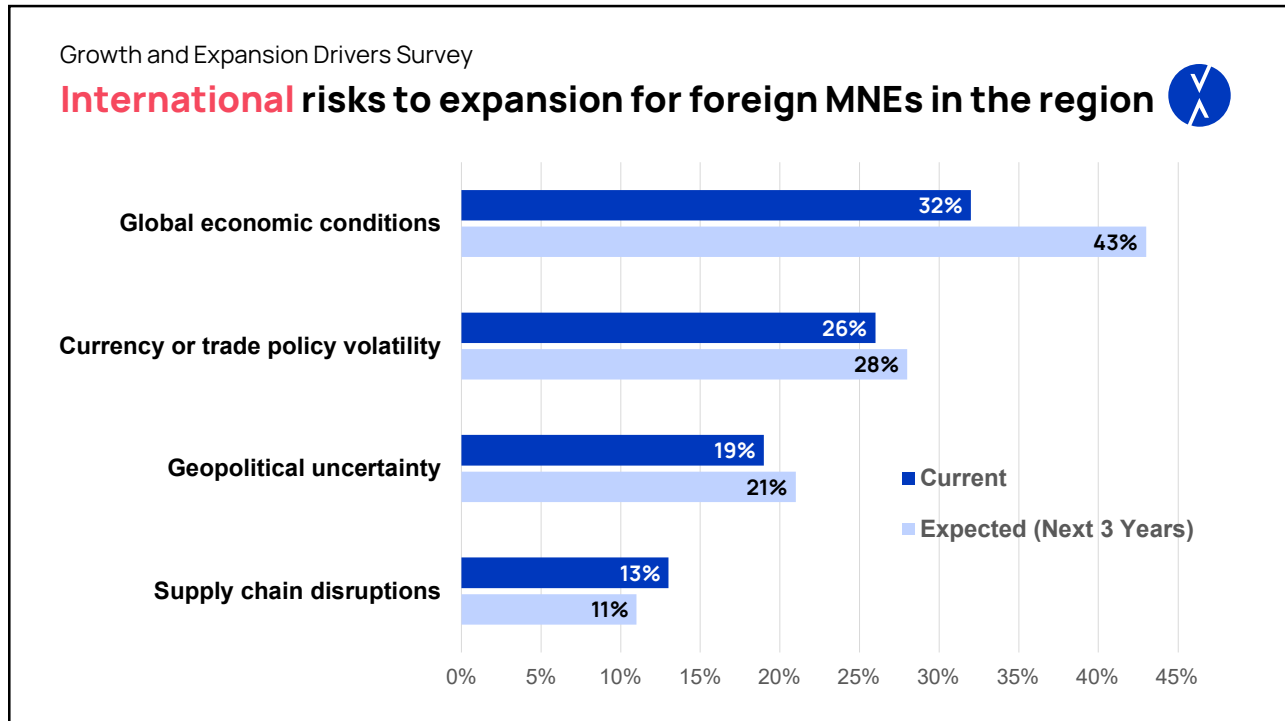
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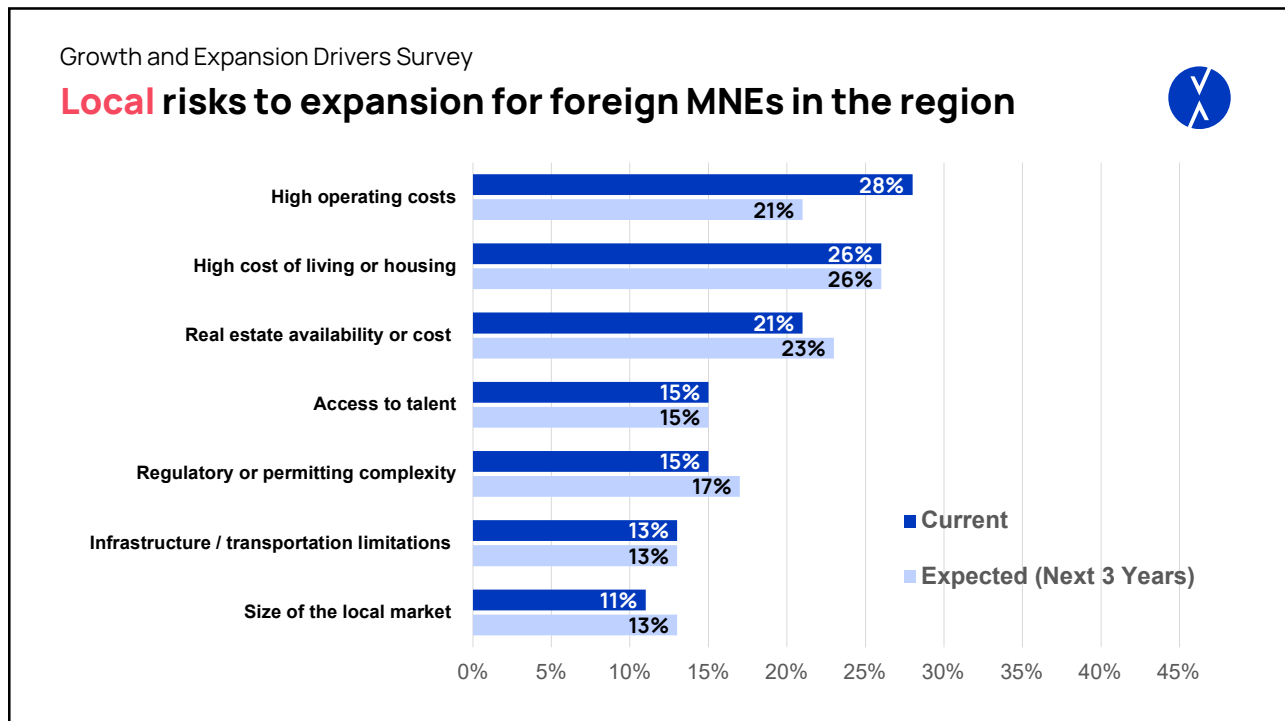
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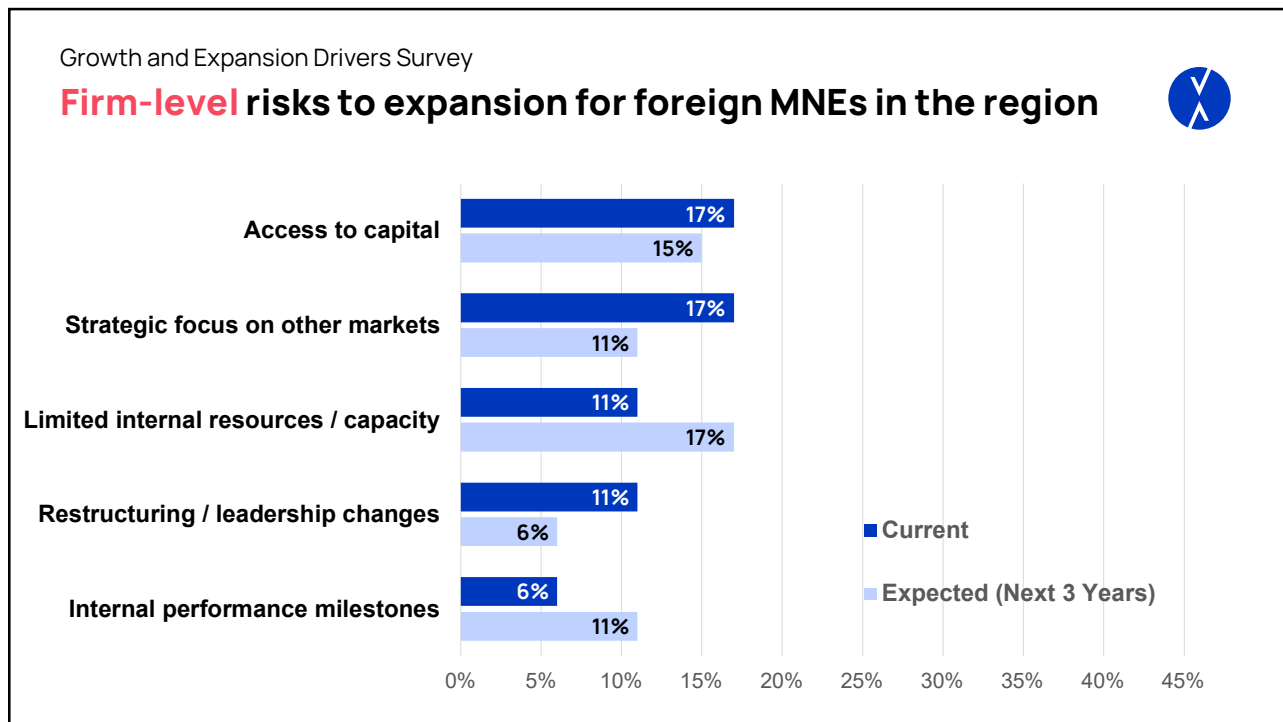
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Key Takeaways

Of the 47 Foreign MNEs with operations in the region surveyed...

- 

Foreign MNEs operating in the region rate it highly as an attractive business location.
66% rate the region as a "very good or excellent" business location.
- 

Foreign MNEs typically establish a presence in the region and then scale significantly.
The average firm has grown its headcount by 242% since entering the market
- 

Foreign MNEs in the region expect to expand in the next 3 years.
83% are likely to expand in the next 3 years, and 74% expect it to be easy.

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15

To: Invest Vancouver Management Board

From: Katie Fitzmaurice, Executive Vice President, Invest Vancouver
Aaron Aerts, Vice President, Strategic Investment, Invest Vancouver

Date: January 26, 2026 Meeting Date: February 18, 2026

Subject: **Investment Attraction 2025 Results and Analysis**

RECOMMENDATION

THAT the MVRD Board:

- a) receive for information the report dated January 26, 2026, titled “Investment Attraction 2025 Results and Analysis”; and
 - b) direct staff to forward a copy of the report to member jurisdictions for information.
-

EXECUTIVE SUMMARY

Foreign direct investment (FDI) activity remained subdued in 2025 amid persistent inflation and interest rate pressures and ongoing trade and policy uncertainty. Despite this, Invest Vancouver continued to support high-value investment opportunities and strengthen the region’s global competitiveness. Given that approximately 85 per cent of Canada’s FDI lands in city-regions, maintaining a strong global profile is essential as competition for investment with other major centres like Toronto, Montréal, and Calgary has intensified.

As of December 31, 2025, staff are managing 154 active leads with a potential value of \$3.7B in direct investment and 2,650 jobs—up 52 leads, \$700M, and 800+ jobs compared to December 31, 2024. High-Tech, Green Economy, Digital Media & Entertainment, and Life Sciences continue to constitute a large majority of the FDI pipeline¹ value. New leads were generated from Europe, Asia, and the US, driven by partner referrals and Invest Vancouver program activity, including 11 outbound missions, 15 inbound delegations, and 12 executive familiarization tours. Invest Vancouver also leveraged major local events, most notably Web Summit Vancouver, to engage investors and promote the region to a global audience.

Despite global economic headwinds in 2025, Invest Vancouver delivered stronger results than the previous year and supported eleven companies land or expand in the region, totaling \$190M in direct investment and 514 expected jobs. To further focus investor targeting, Invest Vancouver also initiated multiple projects including a Subsector Strategy Action Plan to strengthen investment attraction opportunities in 2026 and 2027.

PURPOSE

To provide the Invest Vancouver Management Board and MVRD Board with a summary of investment attraction activities for the calendar year 2025.

¹ A “pipeline” refers to the structured, actively managed list of potential investment leads and projects that an Investment Promotion Agency is engaging with as they move through defined stages toward a final investment decision.

BACKGROUND

This report is advanced in alignment with the MVRD Board-approved Invest Vancouver 2025 Annual Plan and is part of the Invest Vancouver Management Board's 2026 Work Plan.

THE ECONOMIC CLIMATE IN 2025

Global economic conditions remained somewhat weak and volatile through 2025, creating a difficult environment for cross-border investment. Growth across advanced economies slowed as geopolitical instability, ongoing conflicts, and trade fragmentation continued to weigh on investor confidence (Reference 1). While overall global FDI flows increased modestly in 2025, the numbers, to a certain extent, masked underlying fragility: greenfield project counts fell 16 per cent, international project finance deals fell 12 per cent (year four of declines), M&A values dropped 10 per cent, and investment was increasingly concentrated in data-centre-led mega-projects (Reference 2). These dynamics undoubtedly contributed to longer investment decision timelines and greater caution among multinational firms.

In Canada, real GDP contracted in the second quarter of the year, marking the first quarterly decline since 2023, while growth in the remaining quarters of the year stayed subdued (Reference 3). Business investment was also constrained by elevated borrowing costs, global trade uncertainty, and soft external demand (Reference 4). At the regional level, economic conditions in the Metro Vancouver region mirrored these trends. The Metro Vancouver region's commercial real estate market softened further, with downtown office vacancy reaching 14.9 per cent in Q4 2025, the highest level in over two decades (Reference 5).

Taken together, these global, national, and regional conditions made 2025 a challenging year for foreign direct investment attraction. Heightened uncertainty, weak growth, and softer market conditions slowed investor activity and extended decision-making timelines. In response, Invest Vancouver advanced a more targeted approach, including outbound missions focused on key markets including Europe and the Indo-Pacific region to support diversification. Invest Vancouver also increased attention on priority subsectors, with particular emphasis on targeted lead generation, prioritizing areas where the region benefits from deep talent pools and innovation and R&D ecosystems. These efforts were aimed at mitigating near-term headwinds by strengthening the region's exposure to diversified markets and positioning the Metro Vancouver region for longer-term investment opportunities as global conditions stabilize.

INVESTMENT PIPELINE (Q4 2025)

Despite ongoing economic challenges, Invest Vancouver continues to see steady investor interest, as a result of a coordinated regional approach. At the end of Q4 2025, the investment pipeline contains 154 active leads representing 2,650 potential jobs and \$3.7 billion in projected investment.

High-tech leads remain the largest sector in the pipeline at 34 per cent, followed by cleantech at 18 per cent, digital media and entertainment at 16 per cent, and life sciences at 12 per cent.

Geographically, leads are primarily originating from Europe (32 per cent), Asia (25 per cent), and the United States (18 per cent), with the remainder coming from other provinces in Canada, Australia, and other markets. Lead generation continues to be mostly driven by outbound missions, which account for 36 per cent of the pipeline, followed by government partners at 31 per cent, direct inquiries at 16 per cent, local events at 10 per cent, and other partners at 8 per cent.

Table 1. Current Leads in the Investment Pipeline (as of December 31, 2025)

Stage	# Clients	Potential Jobs	Potential Investment (Projected over three years)
Attraction			
Lead	89	822	\$598M
Qualified Lead	22	487	\$487M
Opportunity	16	769	\$2.3 B
Sub-Total:	125	2,078 Jobs	\$3.5B
Expansion			
Lead	13	68	\$39M
Qualified Lead	1	Tbd	Tbd
Opportunity	4	473	\$96M
Sub-Total:	19	541 Jobs	\$136M
Aftercare			
Lead	4	Tbd	Tbd
Opportunity	1	1	\$0.25M
Sub-Total:	5	1	\$0.25M
Partnership			
Opportunity	1	10	\$22M
Sub-Total:	1	10	\$22M
Retention			
Opportunity	1	20	\$35M
Sub-Total:	1	20	\$35M
Total:	152	2,650	\$3.7 billion

Table 2. Breakdown of Leads by Industry and Geography (as of December 31, 2025)

Key Industries Representation			Geographic Representation		
High-tech	53	34%	Europe	50	33%
Cleantech	27	18%	Asia	39	25%
Life Sciences	18	12%	United States	27	18%
Digital Media & Entertainment	24	16%	Canada	21	14%
Other	11	7%	Australia	3	2%
Agritech & Agrifood	6	5%	Other	12	8%
Transportation & Logistics	9	6%	Total:	152	100%
Apparel & Textiles	4	3%			
Total:	152	100%			

Table 3. Breakdown of Leads by Source (as of December 31, 2025)

Client Source	# Clients	Ratio
Outbound Mission	55	36%
Government Partners	45	30%
Inbound Inquiries + Direct Contact	25	16%
Local Events	15	10%
Non-government Partners and Others	12	8%
Total:	152	100%

Closed Opportunities

Following a year-end review of the FDI pipeline, Invest Vancouver closed 54 leads that were no longer considered viable. This review process ensures the pipeline remains current and prioritizes leads that can realistically convert to active investment projects, with closed files archived for future re-engagement should circumstances materially improve.

LOCAL INVESTMENT ATTRACTION EVENTS AND OUTBOUND MISSIONS

In 2025, Invest Vancouver combined targeted outbound missions with strategic engagement at major local events to increase investor interest and advance active prospects. The organization leveraged major local events, most notably Web Summit Vancouver, to position the region's strengths in priority sectors and markets, bring investors into the ecosystem, and convert interest into qualified leads. Complementing this, Invest Vancouver hosted a combined total of 27 inbound international delegations and executive familiarization tours, coordinating closely with partners to align messaging and follow-up, maintain visibility with priority investors, and move late-stage opportunities toward decisions.

Outbound Missions

Throughout 2025, outbound activities created focused opportunities to generate qualified leads, promote the Metro Vancouver regional brand globally in priority sectors, and maintain engagement with firms that have indicated an interest in expansion to the region. Invest Vancouver conducted 11 outbound missions (Table 4), aligned to key industries and designed to diversify the FDI pipeline. These missions were coordinated with other orders of government and industry partners to maximize reach, align messaging, and strengthen investor engagement efforts.

Leads were evaluated against standardized criteria (sector fit, capital intensity, job quality, timelines, and probability of success) and are advancing through a structured follow-up process, with high-potential leads now being systematically advanced.

Table 4: Outbound Mission Breakdown (2025)

Outbound Mission	Market	Industry
Hannover Messe*	Hannover, Germany	Cleantech
Global Affairs Canada Spring Roadshow - Taiwan & Singapore*	Taiwan & Singapore	Multiple
GreenTech*	Amsterdam, Netherlands	AgriTech
VIVA Tech*	Paris, France	High-tech
BIO International Convention*	Boston, USA	Life Sciences
Gamescom*	Cologne, Germany	Digital Media & Entertainment
ALL IN	Montreal, Canada	High-tech (AI focus)
BIO Europe*	Vienna, Austria	Life Sciences
G-star 2025*	Busan, South Korea	Digital Media & Entertainment, High-tech
GAC Fall Roadshow – Europe*	London, UK / Switzerland	Multiple
BC Week*	Seoul, South Korea	Multiple

*Outbound missions supported by CanExport Community Investment funding.

Given required preparation time to support investor engagement, activities completed in 2025 include preparations for four outbound missions in Q1 2026 (Table 5). Invest Vancouver has also applied for CanExport funding to support strategic missions planned for Q2–Q4 2026.

Table 5: Outbound Mission Breakdown (Q1 2026)

Outbound Mission	Market	Industry
Mobile World Congress	Barcelona, Spain	High-tech, Digital Media & Entertainment
London Tech Show and offsite meetings	London, UK	High-tech. Offsite meetings will also focus on Digital Media & Entertainment and Cleantech.
Bio Europe Spring	Lisbon, Portugal	Life Sciences
Smart Energy Week	Tokyo, Japan	Cleantech

Web Summit Vancouver 2025

At the inaugural event, Invest Vancouver, working in partnership with IVAC, engaged over 100 investors, increasing qualified engagement and visibility with priority markets. Invest Vancouver also delivered oversubscribed Innovation & Investment Insider Tours showcasing cleantech, life sciences, and creative tech to global investors. The tours attracted over 200 participants. Early signals for Web Summit 2026 are very positive, with significant inbound and partner interest already surfacing for 2026 participation.

Executive Familiarization Tours and Inbound Delegations

Across 2025, Invest Vancouver delivered 12 executive familiarization tours, using structured agendas to showcase priority sectors and the regional operating environment. The team coordinated site visits and engagement with post-secondary institutions, other orders of government, private companies, and professional services (legal, immigration, accounting), and provided an overview of Invest Vancouver services with tailored business intelligence—labour market indicators, talent availability, cost benchmarks, and active opportunities—so visiting executives could assess feasibility and next steps.

In addition, Invest Vancouver hosted 15 inbound business delegations from priority markets to examine the region’s innovation ecosystem, business opportunities, and expansion potential. Programs combined sector-specific briefings with visits to anchor assets and curated partner introductions aligned to company needs. These programs helped to support companies who were in the decision-making phase of company expansion while also strengthening regional partner coordination for effective follow-up and investment outcomes.

2025 INVESTMENT ATTRACTION RESULTS

Landed and Expanded Companies

Amidst intensifying global competition for limited foreign direct investment, Invest Vancouver continued to translate pipeline activity into deals landed in 2025. By year-end, Invest Vancouver strengthened the size and diversity of the FDI pipeline, with demonstrable evidence of investment interest converting into secured investment. There were eleven companies that landed or expanded in the Metro Vancouver region for a total of \$190 million in direct investment over three years and 514 new jobs.² Results were meaningful but tempered by market conditions. Even so, engagement with qualified leads remains strong, and follow-ups from 2025 missions and major events are advancing. We expect momentum to carry into 2026, while recognizing that geopolitical and financing uncertainty may continue to influence the time it takes for leads to convert to investment. Looking to 2026, Invest Vancouver will focus on progressing later-stage leads within the pipeline, deepening coordinated outreach in Europe and the Indo-Pacific, and activating the local ecosystem to surface leads and champion the Metro Vancouver region as a prime location for FDI.

ALTERNATIVES

- 1) That the MVRD Board:
 - a) receive for information the report dated January 26, 2026, titled “Investment Attraction 2025 Results and Analysis”; and
 - b) direct staff to forward a copy of the report to member jurisdictions for information.
- 2) That the MVRD Board receive for information the report dated January 26, 2026, titled “Investment Attraction 2025 Results and Analysis”.

FINANCIAL IMPLICATIONS

All activities associated with investment attraction are part of the MVRD Board-approved Invest Vancouver 2025 and 2026 budget.

OTHER IMPLICATIONS

Given current economic conditions, coordination across federal, provincial, municipal, and in-market partners remains critical to investment attraction and success in the Metro Vancouver region. In 2025, Invest Vancouver aligned outreach with government partners and relevant industry associations through 11 outbound missions, major local platforms (including Web Summit Vancouver), and coordinated 15 inbound delegations and 12 executive familiarization tours to ensure consistent messaging and timely follow-up on FDI opportunities.

To support competitiveness, Invest Vancouver will integrate Subsector Strategy insights and pipeline feedback into actionable briefs for member jurisdictions and other orders of government, boards of trade, and sector associations. These steps will also inform 2026 activities.

² Investment indicators reflect approximate values based on information firms provided to Invest Vancouver regarding their anticipated expansion and investment activity.

CONCLUSION

Invest Vancouver ended 2025 with a larger and more diversified pipeline and stronger investment outcomes. As of December 31, the team is managing 154 active leads representing \$3.7B in potential direct investment and 2,650 jobs. These leads reflect, in part, the results of disciplined outreach through 12 outbound missions, 15 inbound delegations, 12 executive familiarization tours, and strategic use of major local platforms such as Web Summit Vancouver. Conversion from leads to deals landed continued despite economic headwinds, with eleven companies landing or expanding in the region representing \$190M in direct investment over three years and 514 new jobs.

Global conditions lengthened decision timelines for many firms in 2025, but engagement with qualified prospects remained strong. Looking ahead, Invest Vancouver will carry momentum into 2026 by advancing later-stage investment opportunities within the pipeline, deepening coordinated outreach in Europe and the Indo-Pacific region, and engaging regional ecosystem partners to identify new opportunities and support investment attraction efforts. Preparations are underway for four outbound missions in March 2026, with a CanExport application advanced to support additional missions in Q2–Q4 2026. Focus will remain on a disciplined approach—standardized qualification, coordinated follow-up with partners, targeted subsector initiatives, and aftercare—so that pipeline growth translates into durable investment and jobs for the Metro Vancouver region.

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5. Colliers. (2026, January). *Vancouver Office Market Report Q4 2025*. <https://www.collierscanada.com/en-ca/research/vancouver-office-market-report-q4-2025>

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To: Invest Vancouver Management Board

From: Katie Fitzmaurice, Executive Vice President, Invest Vancouver

Date: January 22, 2026 Meeting Date: February 18, 2026

Subject: **Leveraging Major Local Events for Investment Attraction in 2026**

RECOMMENDATION

THAT the MVRD Board:

- a) receive for information the report dated January 22, 2026, and titled “Leveraging Major Local Events for Investment Attraction in 2026”; and
 - b) direct staff to forward the report dated January 22, 2026, and titled “Leveraging Major Local Events for Investment Attraction in 2026” to member jurisdictions for information.
-

EXECUTIVE SUMMARY

In 2026, the Metro Vancouver region will host two major local events: Web Summit Vancouver (WSV) and the FIFA World Cup. These events will create a rare opportunity to accelerate foreign direct investment (FDI) attraction into the region. They will significantly increase investor presence, global visibility, and opportunities for curated engagement, enabling Invest Vancouver to compress multi-year relationship-building into a concentrated window of access without the added burden of travelling outside the region. Building on lessons learned from Web Summit 2025, Invest Vancouver has developed a coordinated strategy focused on partner alignment, high-impact groups and environments, and global awareness to drive targeted investor outreach. For the FIFA World Cup, the region’s role as a host city positions the Metro Vancouver region as a global gateway capable of engaging senior decisionmakers, corporate delegations, and institutional investors across multiple markets. Results are, in part, dependent on resourcing and cross-government collaboration, Invest Vancouver aims to convert this increased global attention into increased high-value investment aligned with Metro Vancouver’s priority sectors.

PURPOSE

To provide the Invest Vancouver Management Board and MVRD Board with an overview of the FDI strategy that will leverage major local events to catalyze investment in the Metro Vancouver region and provide an update regarding the planning and coordination underway to-date.

BACKGROUND

At its October 3, 2025 meeting, the MVRD Board approved Invest Vancouver’s continued participation and secured presence at Web Summit Vancouver to promote the region’s thriving tech hub for increased FDI attraction. Working collaboratively with member jurisdictions and ecosystem partners allows for a coordinated and unified approach to investor engagement, maximizing potential investment flows. This report provides details on the coordinated activities and is advanced in coordination of the 2026 Invest Vancouver Management Board Work Plan and the Invest Vancouver 2026 Annual Plan.

LOCAL EVENTS AS GLOBAL FDI PLATFORMS

Major local events present the opportunity to rapidly intensify the speed, structure, and quality of investment conversations, enabling conversion of those opportunities into landed investment in the Metro Vancouver region over time.

These events can be used to:

- Repeatedly engage investors, enhancing both volume and cadence of meetings.
- Create a sense of urgency, including time-bound activations and campaigns.
- Promote curated and sector-specific and market-specific engagements.
- Coordinate local partners cost-effectively to maximize results.
- Utilize local champions to promote the region and validate investment decisions.
- Engage multiple international markets efficiently in one event.
- Attract global attention and promote relevant regional competitive advantages.

The development of FDI attraction strategies in alignment with major local events is dependent on factors such as the nature of the event, available resources, timelines, and the willingness to partner across the ecosystem.

Web Summit Vancouver 2026

Web Summit organizes a series of the world's largest and most compelling technology conferences. It hosts four core conferences worldwide: Lisbon, Rio de Janeiro, Qatar, and Vancouver. WSV is the North American edition of the series. Last year's inaugural event attracted over 15,000 attendees from all over the world, and the 2026 conference is anticipated to draw even more participants and partners.

Key learnings from participating in Web Summit Vancouver 2025 include:

1. Engaging directly with the Web Summit team strengthens networks and ensures alignment with key programming.
2. Partnering across governments, non-profits, and industry when objectives align strengthens outcomes.
3. Engaging early to communicate planned strategies and initiate relationships with high-value delegates is best practice.

With these learnings in mind, Invest Vancouver's FDI Attraction Strategy for WSV 2026 is based on three priorities:

1. Effective partner coordination and communication.
2. Curating groups and creating high-impact environments; and
3. Leveraging WSV 2026 as a platform to increase global awareness of Metro Vancouver as a place for investment in industries of high-tech, creative tech, life sciences, and clean tech.

Regarding partner coordination, there are two main areas of focus here. Firstly, Invest Vancouver will work with all orders of government, with a particular focus on in-market representatives, to communicate Invest Vancouver activities, the characteristics of targeted investment leads, and to understand what leads are coming into the region during the event as far in advance as possible. Webinars will be held on February 10 to share details regarding planned activities and target delegates. Secondly, Invest Vancouver will engage the Invest Vancouver Advisory Committee (IVAC) to further coordinate activities during Web Summit Vancouver. To this end, IVAC will be provided with training on March 13, including information regarding "Team Invest Vancouver" and training on how to clearly and confidently deliver Metro Vancouver's FDI value proposition.

Regarding curating groups and creating high-impact environments, the intent is to thoughtfully bring together high-value investors in order to most effectively present the value proposition for the Metro Vancouver region in collaboration with local partners to secure investment and expansion in the region. Key outcomes will include:

1. A BC-focused reception at the BC Pavilion on May 12.

2. A series of sector- and market-specific seminars held in partnership with private industry and other relevant partners (pending confirmation with Web Summit).
3. Execution of FDI-focused immersion tours, anchored by UBC, SFU, and CDM.

These immersion tours aim to broker partnerships or expressions of interest with academic institutions and then nurture them into landed investment over the following 12–24 months. Last year’s tours were noted by Web Summit as “global best practice,” and discussions regarding formal Web Summit involvement are underway. Global Affairs Canada has confirmed that nurturing academic partnerships into landed investment is a successful approach used in other jurisdictions.

Leveraging WSV 2026 as a platform to raise global and domestic awareness as a place for tech investment, Invest Vancouver’s marketing strategy is threefold:

1. Implement a content marketing approach to share Invest Vancouver’s brand story and value propositions with Metro Vancouver stakeholders and international FDI tech target audiences to generate brand awareness, engagement, and leads.
2. Raise awareness of the Metro Vancouver region’s tech sector unique selling points by activating Invest Vancouver’s brand at co-hosted WSV seminars.
3. Maximize Web Summit leads by working with Invest Vancouver’s Sector Development Leads to use Account Based Marketing (ABM) to engage leads.

To implement these strategies, Invest Vancouver is part of a consortium of government partners (Global Affairs Canada, PacifiCan, the Province of BC, and Innovate BC), formerly referred to as “the Naturally Innovative Alliance”. This partnership enables the co-creation of a BC Pavilion and other activities to support economic development opportunities, including FDI.

FIFA World Cup 2026

The 2026 FIFA World Cup (FWC) will be the largest tournament in the organization’s history, featuring 48 teams, 104 matches, and 16 host cities across Canada, the United States, and Mexico. The tournament runs June 11 – July 19 with host cities spanning three regions:

- Western: Vancouver, Seattle, San Francisco, Los Angeles, Guadalajara
- Central: Kansas City, Dallas, Houston, Atlanta, Monterrey, Mexico City
- Eastern: Toronto, Boston, New York/New Jersey, Philadelphia, Miami

The City of Vancouver will host seven matches at BC Place stadium, including 5 group-stage fixtures, one Round of 32, and one Round of 16 (see Table 1).

Table 1: Vancouver Matches

Match	Team	Date & Time	Considerations
Group Stage Match 1	Australia vs. UEFA Playoff Winner (Türkiye/Romania/Slovakia/Kosovo)	Saturday, June 13, 2026 – 9:00 PM	
Group Stage Match 2	Canada vs. Qatar	Thursday, June 18, 2026 – 3:00 PM	Canada’s second group-stage match; expected high local attendance; significant national visibility.
Group Stage Match 3	New Zealand vs. Egypt	Sunday, June 21, 2026 – 6:00 PM	

Leveraging Major Local Events for Investment Attraction in 2026

Invest Vancouver Management Board Regular Meeting Date: February 18, 2026

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Match	Team	Date & Time	Considerations
Group Stage Match 4	Switzerland vs. Canada	Wednesday, June 24, 2026 – 12:00 PM	Canada's third group match; midday kickoff increases local fan-zone activity and regional economic impact.
Group Stage Match 5	New Zealand vs. Belgium	Friday, June 26, 2026 – 8:00 PM	
Round of 32	Group B Winner vs. Third-Place Team (E/F/G/I/J)	Thursday, July 2, 2026 – 8:00 PM	First knockout match in Vancouver; potential for Canada to appear if they win Group B.
Round of 16	Winners of Match 85 vs. 87	Tuesday, July 7, 2026 – 1:00 PM	Decisive elimination match; significant fan influx expected; midday start optimizes North American & European viewership.

Up to 350,000 fans are projected to attend the seven matches held locally. Over the long term, visits to BC related to the FIFA World Cup are expected to exceed 1 million out-of-province visitors (2026–2031), with an estimated \$1B in additional visitor spending. A FIFA economic assessment projects \$1.7B in economic output for BC and 13,700+ jobs through preparation and hosting.

Unlike sector-specific events, the FIFA World Cup is distinct due to its geographic breadth, media presence, and the involvement of corporate sponsors, senior executives, and institutional investors.

Invest Vancouver submitted a grant application to PacifiCan in October 2025 to support development and activation of a FIFA-aligned investor engagement strategy. If grant funding is not confirmed by March, Invest Vancouver will prepare scaled down "Plan B".

With adequate resourcing, Invest Vancouver turn the FIFA World Cup's influx of global decision-makers into long-term FDI opportunities through a credible, disciplined, and partner-led engagement approach.

Key considerations of the FWC investor engagement strategy include:

- Executing a highly focused strategy, not mass outreach, based on sector alignment and the identified interests of high-value leads (**Attachment 1**).
- Leveraging local activations during the major events and adding opportunities with targeted groups.
- Advancing investment attraction programming that compliments planned FDI strategies advanced by the Ministry of Job and Economic Growth and others.

The FIFA World Cup attracts global decisionmakers and media attention in the region, while the match calendar enables targeted engagements within a compressed time frame. With disciplined execution, Invest Vancouver plans to convert event-driven access into a multi-year pipeline of high-value investment aligned to the region's strengths—positioning Metro Vancouver as Canada's Pacific gateway for global expansion.

ALTERNATIVES

1. THAT the MVRD Board:
 - a) receive for information the report dated January 22, 2026, and titled “Leveraging Major Local Events for Investment Attraction in 2026”; and
 - b) direct staff to forward the report dated January 22, 2026, and titled “Leveraging Major Local Events for Investment Attraction in 2026” to member jurisdictions for information.
2. THAT the MVRD Board receive for information the report dated January 22, 2026, and titled “Leveraging Major Local Events for Investment Attraction in 2026”.

FINANCIAL IMPLICATIONS

Regarding WSV, the MVRD Board approved allocation of \$150,000 in Invest Vancouver’s 2026 budget and \$150,000 in the 2026-2030 Financial Plan for the year 2027 to secure a regional presence through the Naturally Innovative Alliance at Web Summit Vancouver given the success of in 2025.

Regarding the FIFA World Cup, Invest Vancouver has applied to PacifiCan for grant funding for activities including investor engagement at the FIFA World Cup and other major local events.

In the event grand funding is not received, Invest Vancouver will develop an action plan for the FIFA World Cup that aligns with Invest Vancouver’s budget for 2026.

OTHER IMPLICATIONS

Invest Vancouver’s strategies for Web Summit Vancouver and the FIFA World Cup will require close coordination across all member jurisdictions, particularly those hosting ancillary activations, receptions, or investor tours. Increased FDI activity may place additional demands on municipal economic development teams to support site readiness, provide localized data, and engage in coordinated outreach. This also presents an opportunity for member jurisdictions to showcase local sector strengths and investment assets to global audiences. Early engagement indicates broad support for leveraging major events, with interest in receiving clear guidance on roles, messaging alignment, and opportunities to participate in curated engagements.

CONCLUSION

Major local events in the Metro Vancouver region in 2026 present a unique and time-bound opportunity to elevate the region’s global profile and advance opportunities in FDI attraction. By aligning FDI attraction strategies with both Web Summit Vancouver and the FIFA World Cup, Invest Vancouver can strengthen partnerships, increase deal flow, and leverage unprecedented access to global decisionmakers. The strategies outlined—focused partner coordination, curating groups and creating high-impact engagements, and increase global awareness of Metro Vancouver as a place for investment—position the region to capitalize on these events in a credible and strategically targeted manner.

ATTACHMENTS

1. FIFA World Cup Match Draw Scenario Planning.

World Cup Match Draw Scenario Planning

January 2026



GROUP STAGE – MATCH 6

Monday, June 13, 2026 — Vancouver

Opponents: Australia vs Winner of Playoff (Turkey / Romania / Slovakia / Kosovo)

Country	Chance of playing in this match	FDI Potential	Key Sector Alignment	Notes
Australia	Confirmed	High	Cleantech, High-tech/ICT, Digital Media & Entertainment, Life Sciences, AI, Hydrogen/Fuel Cell, Quantum, Aerospace	One of the most strategically aligned FDI markets overall; very strong outward investment.
Turkey	Medium	Medium	Advanced Manufacturing, High-tech/ICT, Transportation & Logistics, Cleantech	Strong manufacturing/industrial tech base; good match for cleantech + logistics.
Romania	Medium	Medium	High-tech/ICT, AI, Digital Services, Advanced Manufacturing	Rapidly growing EU tech hub; high-quality ICT investment potential.
Slovakia	Low–Medium	Medium–Low	Automotive/Advanced Manufacturing, Mobility Tech, Hydrogen/Fuel Cell	Smaller outward FDI footprint; niche auto/EV cluster opportunities.
Kosovo	Low	Low	Digital/Creative (emerging), Startup/Entrepreneurship	Mostly diaspora-driven opportunity if they qualify.

GROUP STAGE – MATCH 27

Thursday, June 18, 2026 — Vancouver

Opponents: Canada vs Qatar

Country	Chance of playing in this match	FDI Potential	Key Sector Alignment	Notes
Qatar	Confirmed	Medium	Cleantech, Energy Transition, High-tech/ICT, Infrastructure-linked innovation, Transportation & Logistics	Complimentary to FDI: Strong sovereign-wealth and institutional investor interest; good fit with cleantech, energy transition, and innovation funds.
Canada	Confirmed	High	Cleantech, AI & Digital Tech, Life Sciences, Agri-food Innovation, Critical Minerals, Advanced Manufacturing, Creative Technologies	Opportunity to support scaling east-coast companies to develop a west-coast presence.

GROUP STAGE - MATCH 40

Sunday, June 21, 2026 — Vancouver

Opponents: New Zealand vs Egypt

Country	Chance of playing in this match	FDI Potential	Key Sector Alignment	Notes
New Zealand	Confirmed	Medium	Cleantech (AgriTech, Renewables), Digital Media (Film/VFX), High-tech/Software	Strong cultural/industry alignment; smaller but high-quality leads.
Egypt	Confirmed	Low	Cleantech/Renewables, ICT, Logistics	Interesting emerging-market opportunities, especially in climate/energy.

GROUP STAGE - MATCH 51

Wednesday, June 24, 2026 — Vancouver

Opponents: Canada vs Switzerland

Country	Chance	FDI Potential	Sector Alignment	Notes
Switzerland	Confirmed	Very High	Life Sciences, High-tech, Advanced Manufacturing, AI, Quantum, Cleantech, Finance/Innovation	Arguably the single strongest FDI fit in the Vancouver opportunity set.
Canada	Confirmed	High	Cleantech, AI & Digital Tech, Life Sciences, Agri-food Innovation, Critical Minerals, Advanced Manufacturing, Creative Technologies	Opportunity to support scaling east-coast companies to develop a west-coast presence.

GROUP STAGE - MATCH 64

Friday, June 26, 2026 — Vancouver

Opponents: Belgium vs New Zealand

Country	Chance of playing in this match	FDI Potential	Key Sector Alignment	Notes
Belgium	Medium–High	Confirmed	Life Sciences & Biotech, Cleantech, High-tech/ICT, Digital Media, Transportation	Top EU market for Vancouver; excellent sector alignment, strong global investment footprint.
New Zealand	Medium	Confirmed	Cleantech (AgriTech, Renewables), Digital Media (Film/VFX), High-tech/Software	Strong cultural/industry alignment; smaller but high-quality leads.

ROUND OF 32 — MATCH 85

Thursday, July 2, 2026 — Vancouver

Opponents depend on group results; cannot be predicted now. Use this framework:

Country Types Likely	FDI Potential	Sectors	Notes
3rd-place teams from Groups E/F/G/I/J (could include: France, Argentina, Netherlands, Germany, Portugal, Belgium depending on group outcomes)	Varies (mostly High due to G20 markets)	High-tech, Cleantech, Life Sciences, Digital Media, Aerospace, AI, Quantum	Use as a premium activation window for whichever large-economy team qualifies.

ROUND OF 16 — MATCH 96

Tuesday, July 7, 2026 — Vancouver

Country Types Likely	FDI Potential	Sectors	Notes
Winners advancing from Match 85 + Match 87	TBD	TBD	Key match for investor hosting opportunities; treat as premium engagement date.

To: Invest Vancouver Management Board

From: Jacquie Griffiths, President, Invest Vancouver

Date: January 29, 2026 Meeting Date: February 18, 2026

Subject: **Manager's Report**

RECOMMENDATION

THAT the Invest Vancouver Management Board receive for information the report dated January 29, 2026, titled "Manager's report".

Province of BC's Look West Jobs and Prosperity Strategy

Metro Vancouver has invited the Province of BC to present its *Look West Jobs and Prosperity Strategy* (Reference 1) at the February 18, 2026 Invest Vancouver Management Board meeting. This request follows direction from the November 19, 2025 Invest Vancouver Management Board meeting to learn more about the province's 10-year vision to strengthen BC's economy. The strategy focuses on growing key industries, diversifying priority sectors, and reducing reliance on the United States by expanding BC global economic engagement. It also positions the province to collaborate with the Government of Canada as it invests billions of dollars to grow the national economy.

Connecting Leaders, Creating Opportunities - Building Bridges between the Metro Vancouver Region and the European Union Networking Event

In partnership with the Consul General of the Kingdom of the Netherlands, Invest Vancouver hosted a session on January 14, 2026 (Reference 2), that brought together over 60 elected officials, European Union (EU) diplomats, industry representatives and business leaders to strengthen economic ties between the Metro Vancouver region and the EU. At a time of growing geopolitical uncertainties brought on by US tariffs, the need for trade diversification has never been more critical. Strengthening trade and investment relationships with markets such as the EU offers a strategic pathway to ensure stability, broaden market access, and reduce reliance on any single trading partner. The event highlighted the importance of fostering collaborative relationships and maximizing the investment opportunities presented by the Canada-European Union Comprehensive Economic and Trade Agreement (CETA); a trade agreement that removes nearly 98 per cent of tariffs on goods traded between Canada and the EU.

Beyond Barriers: Deepening Canada-Ireland Trade and Investment Networking Reception

The Irish Consulate, in partnership with Invest Vancouver, will be hosting an event on February 5, 2026 to continue strengthening the Canada-Ireland trade and investment relationship. Ireland recently published an economic report entitled "Beyond Barriers: Deepening Canada-Ireland Trade and Investment" (Reference 3). This report details the deep Irish-Canada trade and investment relationship after the introduction of the Canada-European Union Comprehensive Economic and Trade Agreement (CETA) in 2017, with trade reaching \$9.6 billion US in 2023. Ireland is now Canada's 15th largest trading partner, while Canada ranks 16th for Ireland. This event will bring together government leaders and representatives, policymakers, businesses and industries to connect, build networks, and foster bilateral relations between Canada and Ireland.

Subsector Strategies

In response to a highly dynamic and competitive global environment for foreign direct investment (FDI) attraction, Invest Vancouver launched an important project that will strengthen the region's ability to attract and secure FDI. The project consists of three components: (1) assessment of regional subsectors for their FDI potential; (2) development of 14 subsector profiles, incorporating local conditions, global trends, and competitor analyses; and (3) development of subsector-specific "action plans" outlining competitive advantages, unique selling propositions, and recommendation strategies and activations to enhance targeted lead generation. This project will conclude in Q1 of 2026 and will inform outbound missions, partnerships with both local and international organizations, and global marketing initiatives.

Framework for Regional Coordination

To strengthen FDI attraction efforts during major local events hosted in Metro Vancouver in 2026 and beyond, Invest Vancouver is developing a framework to support a structured, inclusive, and effective regional approach. The framework aims to streamline event coordination, maximize outreach to prospective investors, and reinforce a culture of regional collaboration. Expected outcomes include an increased number of qualified investment leads; a predictable and reliable coordination model for investment-focused engagements requiring multi-party collaboration and, seamlessly organized events that present a unified regional value proposition. A key near-term action is training for members of the Invest Vancouver Advisory Committee on March 13.

Dutch Aerospace Delegation

On November 28, 2025, Invest Vancouver in partnership with the Consul General of the Netherlands, welcomed a delegation of 13 Dutch companies to learn more about BC's aerospace and aviation industries. A program itinerary was developed to showcase the region's competitive advantages, growing industry cluster, leading innovation and sustainable initiatives. The delegation visit included a tour of several Aerospace champions including Vancouver International Airport (YVR) on their sustainable operations plan to reach net-zero by 2030, Harbour Air's aircraft electrification and ASCO Industries' latest developments in aerostructure parts design and manufacturing. The purpose of the mission was to build key relationships and identify partnerships for future expansion opportunities.

IV Agri-foodtech Presentation to the City of Langley

Invest Vancouver has been invited to provide a presentation to Langley City Council on February 23, 2026, on its "Agri-foodtech Industry Analysis" report (Reference 4). The Metro Vancouver region's agri-foodtech industry is emerging as a hub for innovation, where diverse producers, food processors, and tech firms are developing solutions to boost efficiency, resilience, and sustainability. The strong agricultural base, advanced tech ecosystem, and access to global markets position the region to lead in tackling food production challenges like labour shortages and climate change. Firms are supported by the BC Centre for Agritech Innovation at Simon Fraser University in Surrey and the Food and Beverage Innovation Centre at the University of British Columbia. With a culturally diverse population to serve as a test market and connections to global markets, the region is well positioned to attract global investment and take advantage of opportunities in areas such as alternative proteins.

FDI Animated Video

Invest Vancouver has completed its video production on the importance of foreign direct investment to a regional economy (Reference 5). Invest Vancouver received federal grant funding for the video project. The video underscores the ripple effects of foreign direct investment to a local economy and how Invest Vancouver promotes the competitive advantages to an international audience to attract strategic investment on behalf of 23 member jurisdictions. The video is being shared on various online platforms and will be utilized during various in-person activations.

Invest Talent

Invest Talent is a Future Skills Centre–funded pilot program designed to align employer talent demand with practical, skills-first training to accelerate hiring, productivity, and competitiveness in the Metro Vancouver region. Invest Vancouver launched this pilot to support the core work related to attracting and retaining strategic investment and in response to consistent signals from investors that access to skilled talent is a critical factor in location decisions.

Between April 1 and December 31, 2025, Invest Talent progressed from consultation to implementation, establishing a structured engagement model that enables employers to co-define skills needs, co-design training pathways, and partner with trusted intermediaries to improve pathways into high-quality jobs. The pilot also generated evidence to inform future scaling across sectors.

Focusing on high-growth industries—including life sciences (med tech) and high tech (cybersecurity)—Invest Talent engaged more than 80 employers and partner organizations, and exceeded participation targets (136 trainees; 113 per cent of target). The pilot also received positive feedback from participants who indicated 95 per cent satisfaction, 95 per cent relevance, and 94 per cent usefulness. The pilot included 87 per cent participation from equity-deserving groups, exceeding the 50 per cent target. With the pilot now successfully concluded, Invest Vancouver is submitting applications for more sustainable funding to continue the work into 2026 given the importance of talent when attracting investment to the region.

REFERENCES

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2. Invest Vancouver. (2026, January 14). *Creating Connecting Leaders, Creating Opportunities: Building Bridges between the Metro Vancouver Region and the European Union* https://investvancouver.ca/Documents/connecting_leaders_creating_opportunities_networking_brochure.pdf?utm_source=CETA&utm_medium=Brochure&utm_campaign=Event
3. The Conference Board of Canada (2025, September 25). *Beyond Barriers: Deepening Canada-Ireland Trade and Investment*. https://assets.ireland.ie/documents/beyond-barriers_sept2025.pdf
4. Metro Vancouver Regional District (2025, September 3). *Invest Vancouver Management Board Agenda*. <https://metrovancover.org/boards/InvestVancouver/IVA-2025-09-03-AGE.pdf>
5. Invest Vancouver. (2026, January 8). *Invest Vancouver: Foreign Direct Investment in the Metro Vancouver Region*. <https://www.youtube.com/watch?v=r9CCWKvi9vU>

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