

## Toor, Brinder JTT:EX

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**From:** Poon, SP JTT:EX  
**Sent:** Tuesday, March 10, 2015 2:55 PM  
**To:** Whibley, David JTT:EX  
**Cc:** Seeley, Erin; Kim, Michael C JTT:EX  
**Subject:** RE: Greetings from Stam Liu (Istuary Innovation Group) - referral from MIT

Hello David:

This is the MIT client that came to you initially and now is finding its way to me. I will meet with Stam Liu and let you know how it evolves.

SP

**From:** Stam Liu [<mailto:stam.liu@istuary.com>]  
**Sent:** Tuesday, March 10, 2015 2:27 PM  
**To:** Poon, SP JTT:EX  
**Subject:** Greetings from Stam Liu (Istuary Innovation Group)

Hi Mr. Poon,

This is Stam Liu from Istuary Innovation Group. Actually you were kindly introduced by Mr. David Collier and Ms. Edwina Ramirez whom I met yesterday at Ministry of International Trade office for joint organization of ICT mission program in China to promote BC innovation.

Istuary Innovation Group (Istuary) is a Canadian pioneer in building international incubation platforms for technology innovations and start-ups. The company is uniquely structured to integrate research, venture capital and business consulting into a unified growth platform. The goal of the company is not only to foster the most innovative start-ups to achieve business successes globally, but also to establish a bridge between North America and Asia, to connect entrepreneurs, exchange technological resources, and gather funding between international markets. We've enjoyed fast growth since the inception. At this stage, we have over 60 staffs in the Vancouver HQ and more than 120 employees in China.

I'd like to meet you to seek for potential cooperation between us, where we expect to bring more value to BC government and local Hi-tech industries via any immigration programs to attract more world class talents.

Please kindly advise your availability in this or next week.

Thanks and look forward to your feedback.

Best Regards

Stam

--

Stam Liu | *Senior Manager*

**Istuary Innovation Group**

8th Floor, 1125 Howe Street.

Vancouver BC Canada V6Z2K8

Office: 604.299.0388

Mobile: 604.655.1018

Fax : 604.299.8003

## Toor, Brinder JTT:EX

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**From:** Poon, SP JTT:EX  
**Sent:** Tuesday, March 3, 2015 1:43 PM  
**To:** Whibley, David JTT:EX  
**Subject:** RE: Istuary Innovation Labs - MIT client

David:

As discussed, I exchanged business card with Stam Liu at a recent Chinese New Year reception without the opportunity to exchange information. Please let me know when you hear back from David/C and I'll be glad to follow up.

Thanks

SP

---

**From:** Whibley, David JTST:EX  
**Sent:** Tuesday, March 3, 2015 11:52 AM  
**To:** Poon, SP JTST:EX  
**Subject:** FW: Istuary Innovation Labs

FYI

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**From:** Ding, Denny -GUANGZHOU s.22  
**Sent:** Wednesday, February 25, 2015 2:46 AM  
**To:** Collier, David MIT:EX  
**Cc:** XT:Yao, Cathy MIT:IN; Whibley, David JTST:EX  
**Subject:** Re: Istuary Innovation Labs

Hi, David:

Thanks for your greetings, s.22, sorry to reply you late.

Istuary is planning to set up innovation base in Hi-Tech cluster territory in different China cities including Guangzhou, Shenzhen, Chengdu, Hangzhou and so on, objectives of setting up those bases are to work as technology incubator and help Canadian and Chinese technology companies getting further development in both market, according to their strategic business plan.

Our Guangzhou Office has been assisting Istuary's expansion in China market since last year. Cathy and I are keeping close contact with Mr. Ethan Sun and their team. We ever introduced local key contacts in different cities, set up meetings, accompanied them to meet government officials like Panyu District Government in Guangzhou, Nanshan District Government and Nanshan Science and Technology Development Bureau in Shenzhen, Sichuan Commerce Bureau and Chengdu Hi-Tech Park Administration in Chengdu. Istuary already set up innovation base in GZ and HZ, and it's on process in SZ and CD.

Moreover, Istuary is currently working with our office for inviting BC ICT companies to Shenzhen for BC ICT Promotion Seminar during MTW's visit at beginning of April, 2015.

Yes, you could contact Mr. Ethan Sun, but he travels a lot, I am not sure if he is in Vancouver or not. And you may like to contact Mr. Stam Liu for making meeting appointment, Stam is based in Vancouver, his contact information is shown as below:

--

Stam Liu | *Senior Manager*

**Istuary Innovation Group**

Unit 305, 4321 Still Creek Dr.

Burnaby BC Canada V5C 6S7

Office: 604.299.0388

Mobile: 604.655.1018

Fax : 604.299.8003

Please let me know if you need other information.

Best regards

Denny

发自我的 iPhone /  
Sent from my iPhone

在 2015年2月21日, 03:36, Collier, David MIT:EX <[David.Collier@gov.bc.ca](mailto:David.Collier@gov.bc.ca)> 写道 :

Hi Denny,

Happy New Year!

Please see email thread below.

I've looked through Salesforce and it seems that your office assisted Istuary with their expansion from BC into China. Is that correct or are you working with them to expand from China to BC? Grateful if you could please provide an overview of how MIT/TIR has worked with them and supported them to date. I'd like to brief Clark.

Once I learn more from you, I plan to go and visit their office here to see how BC Government can support further. Who is the best person for me to see here, Mr. Ethan Sun?

I've cc'd David Whibley from our immigration team. David, it might be helpful to have someone from your team join me given the company's immigration related request.

Best regards,  
David

David Collier  
Director, Technology & Innovation  
ICT, Digital Entertainment & Interactive Sectors  
International Business Development Division  
BC Ministry of International Trade  
Tel: 604-218-9036

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**From:** Krieger, Brian MIT:EX  
**Sent:** Friday, February 20, 2015 10:27 AM  
**To:** Collier, David MIT:EX  
**Subject:** FW: Istuary Innovation Labs



FYI – not sure you got this.

Brian  
(604) 660-0220

---

**From:** Roberts, Clark MIT:EX  
**Sent:** Thursday, February 19, 2015 4:49 PM  
**To:** Krieger, Brian MIT:EX  
**Subject:** Re: Istuary Innovation Labs

They want a letter of support from us in their negotiations with the Feds for some sort of immigration application.

C

Clark M. Roberts  
Assistant Deputy Minister  
International Business Development  
**Ministry of International Trade**  
T: [604 775 0005](tel:6047750005)  
C: [604 655 9285](tel:6046559285)

---

**From:** Roberts, Clark MIT:EX  
**Sent:** Thursday, February 19, 2015 4:04 PM  
**To:** Krieger, Brian MIT:EX  
**Subject:** Fwd: Istuary Innovation Labs

Brian:

Could you get a member of your team to look into this?

Thanks!

Clark

Clark M. Roberts  
Assistant Deputy Minister  
International Business Development  
**Ministry of International Trade**  
T: [604 775 0005](tel:6047750005)  
C: [604 655 9285](tel:6046559285)

Begin forwarded message:

**From:** Victor Tsao <[Victor.Tsao@mcmillan.ca](mailto:Victor.Tsao@mcmillan.ca)>  
**Date:** February 19, 2015 at 4:01:14 PM PST

**To:** "Clark.roberts@gov.bc.ca" <Clark.roberts@gov.bc.ca>

**Subject: FW: Istuary Innovation Labs**

Hi Clark, thanks for your time today. The company name is Istuary Innovation Labs Inc. Their address is: 4321 Still Creek Drive, Unit 305, Burnaby, BC V5C 6S7 Tel: (604) 299-0388 Website: <http://www.is> Please let me know if you need further information about them.

Best,  
Victor

**Toor, Brinder JTT:EX**

---

**From:** Stam Liu <stam.liu@istuary.com>  
**Sent:** Wednesday, March 11, 2015 2:43 PM  
**To:** Poon, SP JTT:EX  
**Subject:** Re: Istuary Innovation Group Meeting Mar. 13/2.30p - seeking co-operation with immigration program to attract talents

Hi Mr. Poon.

Nice to hear from you.

2:30pm Friday would be fine with me.

Thanks and See you on Friday.

Best Regards  
Stam

On Wed, Mar 11, 2015 at 2:34 PM, Poon, SP JTST:EX <[SP.Poon@gov.bc.ca](mailto:SP.Poon@gov.bc.ca)> wrote:

Dear Mr. Liu:

Thank you for your email introduction.

Please let me know if you are available to meet at my office #800-360 W. Georgia St., Vancouver this Friday Mar. 13/2.30p. I would suggest if you could review the information on the BC PNP website <http://welcomebc.ca/pnp> so that you are aware of the criteria and the application process of both the Skills and the Business programs. I'll be glad to address any specific issues that you may have once you have the background information.

Look forward to hearing from you.

Regards

SP Poon

Director, Strategic Investment Projects

Economic Immigration Programs Branch

Ministry of Jobs, Tourism & Skills Training

email: [sp.poon@gov.bc.ca](mailto:sp.poon@gov.bc.ca) ; T: [604-775-2216](tel:604-775-2216)

<http://www.welcomebc.ca/pnp>

**From:** Stam Liu [mailto:[stam.liu@istuary.com](mailto:stam.liu@istuary.com)]  
**Sent:** Tuesday, March 10, 2015 2:27 PM  
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**Subject:** Greetings from Stam Liu (Istuary Innovation Group)

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This is Stam Liu from Istuary Innovation Group. Actually you were kindly introduced by Mr. David Collier and Ms. Edwina Ramirez whom I met yesterday at Ministry of International Trade office for joint organization of ICT mission program in China to promote BC innovation.

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Please kindly advise your availability in this or next week.

Thanks and look forward to your feedback.

Best Regards

Stam

--

Stam Liu | *Senior Manager*  
**Istuary Innovation Group**  
8th Floor, 1125 Howe Street.  
Vancouver BC Canada V6Z2K8  
Office: [604.299.0388](tel:604.299.0388)  
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## Toor, Brinder JTT:EX

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**From:** Stam Liu <stam.liu@istuary.com>  
**Sent:** Thursday, April 23, 2015 11:46 AM  
**To:** Poon, SP JTT:EX  
**Subject:** Re: Istuary Innovation Group Meeting Apr 24 or 26/2p - seeking co-operation with immigration program to attract talents

Hi Mr. Poon,

No worries and thanks for your reply.

Unfortunately Ethan has been to US and China this morning on business trip and won't be available for the suggested time. He will be back Vancouver on mid-May and we'd try to arrange the meeting that time if it works with you.

Our downtown office's grand opening will take place at May 23rd and we'd like to sincerely invite you as a VIP to participate. I'll deliver the invitation in person next week when you're available.

Best Regards  
Stam

On Thu, Apr 23, 2015 at 10:48 AM, Poon, SP JTST:EX <[SP.Poon@gov.bc.ca](mailto:SP.Poon@gov.bc.ca)> wrote:

Dear Mr. Liu:

I apologize for the delay in responding, please let me know if you and Mr. Sun could be available to meet on April 24/Fri 2p or April 27/Mon 2p at my office?

Thank you

SP Poon

Director, Strategic Investment Projects

Economic Immigration Programs Branch

Ministry of Jobs, Tourism & Skills Training

email: [sp.poon@gov.bc.ca](mailto:sp.poon@gov.bc.ca) ; T: [604-775-2216](tel:604-775-2216)

<http://www.welcomebc.ca/pnp>

.>

**From:** Stam Liu [mailto:[stam.liu@istuary.com](mailto:stam.liu@istuary.com)]

**Sent:** Thursday, April 9, 2015 12:16 PM

**To:** Poon, SP JTST:EX

**Subject:** Re: Istuary Innovation Group Meeting Mar. 13/2.30p - seeking co-operation with immigration program to attract talents

Hi Mr. Poon,

Very nice meeting with last month and thanks for your sharing.

Our President Ethan Sun will return to Canada from his business trip and he would like to meet you to exchange more insights strategically in terms of the current situation of immigration projects in BC and our support to BC government as a fast-growing innovative company.

Would you be available on the days e.g. April 20 or 21?

Thanks and look forward to your feedback.

Best Regards

Stam

On Wed, Mar 11, 2015 at 2:34 PM, Poon, SP JTST:EX <[SP.Poon@gov.bc.ca](mailto:SP.Poon@gov.bc.ca)> wrote:

Dear Mr. Liu:

Thank you for your email introduction.

Please let me know if you are available to meet at my office #800-360 W. Georgia St., Vancouver this Friday Mar. 13/2.30p. I would suggest if you could review the information on the BC PNP website <http://welcomebc.ca/pnp> so that you are aware of the criteria and the application process of both the Skills and the Business programs. I'll be glad to address any specific issues that you may have once you have the background information.

Look forward to hearing from you.

Regards

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Please kindly advise your availability in this or next week.

Thanks and look forward to your feedback.

Best Regards

Stam

--

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Vancouver BC Canada V6Z2K8  
Office: [604.299.0388](tel:604.299.0388)  
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Mobile: 604.655.1018

Fax : 604.299.8003

## Toor, Brinder JTT:EX

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**From:** Poon, SP JTT:EX  
**Sent:** Thursday, April 9, 2015 3:30 PM  
**To:** Seeley, Erin  
**Subject:** FW: Istuary Innovation Group, President requests Meeting Apr 20th or 21st - seeking co-operation with immigration program to attract talents

Erin:

Would you like to join the meeting with Ethan Sun, President of Istuary on Apr. 20 or 21 ?

Thanks

SP

**From:** Stam Liu [<mailto:stam.liu@istuary.com>]  
**Sent:** Thursday, April 9, 2015 12:16 PM  
**To:** Poon, SP JTST:EX  
**Subject:** Re: Istuary Innovation Group Meeting Mar. 13/2.30p - seeking co-operation with immigration program to attract talents

Hi Mr. Poon,

Very nice meeting with last month and thanks for your sharing.

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Thanks and look forward to your feedback.

Best Regards

Stam

Stam Liu | *Senior Manager*

**Istuary Innovation Group**

8th Floor, 1125 Howe Street.

Vancouver BC Canada V6Z2K8

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Fax : 604.299.8003

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Stam Liu | *Senior Manager*

**Istuary Innovation Group**

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Vancouver BC Canada V6Z2K8

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Fax : 604.299.8003

## Toor, Brinder JTT:EX

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**From:** Stam Liu <stam.liu@istuary.com>  
**Sent:** Tuesday, May 5, 2015 10:27 AM  
**To:** Poon, SP JTT:EX  
**Subject:** Invitation of Istuary's Grand Opening  
**Attachments:** Istuary Introduction and May 23rd Event Briefing.pdf; Istuary May 23rd Invitation Letter.pdf

Hi Mr. Poon,

Thanks for your support to me and Istuary in the past.

We're excited to announce that we'll hold a grand opening of our new downtown office as well as Istuary international venture capital signing ceremony at 1:30pm on May 23rd. You're sincerely invited to participate our event as a VIP.

I put a invitation letter and event background in the attachment. Should you have any questions, please feel free to let me know.

Thanks and look forward to your confirmation of your participation.

Best Regards  
Stam

--

Stam Liu | *Senior Manager*

### **Istuary Innovation Group**

8th Floor, 1125 Howe Street.  
Vancouver BC Canada V6Z2K8  
Office: 604.299.0388  
Mobile: 604.655.1018  
Fax : 604.299.8003

## Toor, Brinder JTT:EX

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**From:** Linda Sun <Linda.Sun@Istuary.com>  
**Sent:** Tuesday, October 27, 2015 2:25 PM  
**To:** Poon, SP JTT:EX  
**Cc:** Richard Zhang; Leona Liu  
**Subject:** Invitation to attend Istuary Pitch Competition Final  
**Attachments:** Istuary Pitch Competition Invitation - for special guest.pdf

Dear Mr. Poon,

Good afternoon

On behalf of Istuary Innovation Group, it is my pleasure to extend the invitation to our company's Pitch Competition from 2pm-5pm on November 14<sup>th</sup>, 2015. The competition would be held at the Chan Center for the Performing Arts (Telus Studio Theatre), The University of British Columbia. 6265 Crescent Rd, Vancouver.

We sincerely hope that you will be able to attend this event and we look forward to your presence on the day.

Yours Sincerely

Linda Sun | *Business Consulting Manager*

### Istuary Innovation Group

8th Floor, 1125 Howe Street.  
Vancouver BC Canada V6Z2K8  
Office: 604.299.0388  
Email: linda.sun@istuary.com  
Mobile: 604.789.6010  
www.istuary.com



# ISTUARY

## INNOVATION GROUP

Istuary Innovation Group is a Canadian company pioneering a network that integrates research, venture capital, business consulting and media applications into a unified growth platform that accelerates the development of innovative ideas and technology to faster assist start-ups to achieve success globally. Istuary also provides incubation, mentorship and resources for Canadian entrepreneurs and their regional innovation ecosystems to grow and mature.

Istuary has enjoyed extraordinary growth since its inception in June 2013. The company currently employs 70 people at its headquarters in Vancouver with another 10 staff members in Los Angeles and Seattle. The number of employees in Canada will double in the next two years, given Istuary's plans to open a second Canadian incubation hub in Toronto. In addition, Istuary operates in six different cities in China, namely Beijing, Shanghai, Guangzhou, Hangzhou, Ningbo, and Shenzhen. Collectively, these six branches employ over 130 employees. The company will also be setting up incubation hubs in five additional locations in China.

As Istuary continues to grow, it will continue to foster ever-increasing numbers of talented and experienced Canadian entrepreneurs and industry leaders who can identify and transform disruptive ideas into competitive global businesses.

May 23rd, 2015 we invite you to join Istuary in celebrating three important milestones:

- Our company's two-year anniversary
- Our grand opening of Istuary's Vancouver office
- Our newly created Istuary International Fund of \$15 million USD that has been jointly established by investors in Canada, China and the U.S. to catalyze Canadian entrepreneurship and the most promising tech innovations for financial success and sustainable international growth.

## Toor, Brinder JTT:EX

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**From:** Stam Liu <stam.liu@istuary.com>  
**Sent:** Wednesday, May 20, 2015 11:36 AM  
**To:** Poon, SP JTT:EX  
**Subject:** Re: Invitation of Istuary's Grand Opening Sat. May 23, 2015/1.30p

Hi Mr. Poon,

Thanks for letting me know.  
Anyway, I'm looking forward to meeting with you for the future cooperation soon.

Have a nice day!

Best Regards  
Stam

On Wed, May 20, 2015 at 9:50 AM, Poon, SP JTST:EX <[SP.Poon@gov.bc.ca](mailto:SP.Poon@gov.bc.ca)> wrote:

Dear Mr. Liu:

Thank you for the invitation. I have prior engagement and will not be able to attend.

Congratulations to your company's Grand Opening.

Regards

SP Poon

Director, Strategic Investment Projects

Economic Immigration Programs Branch

Ministry of Jobs, Tourism & Skills Training

email: [sp.poon@gov.bc.ca](mailto:sp.poon@gov.bc.ca) ; T: [604-775-2216](tel:604-775-2216)

<http://www.welcomebc.ca/pnp>

### **\*\*WE ARE MOVING\*\***

The B.C. PNP office is moving. The office at 800-360 West Georgia Street will be closed from 12:00 noon on Friday, June 5<sup>th</sup>, 2015.

We will re-open and resume regular office hours on Monday, June 8, 2015 in our new location at: **450-605 Robson Street, Vancouver, B.C., V6B 5J3**

We thank you for your patience and we look forward to serving you in our new location.



*< This communication is intended for the use of the recipient to whom it is addressed, and may contain confidential, personal and/or privileged information. Please contact us immediately if you are not the intended recipient of this communication, and do not copy, distribute, or take action relying on it. A communication received in error, or subsequent reply, should be deleted or destroyed. >*

**From:** Stam Liu [mailto:[stam.liu@istuary.com](mailto:stam.liu@istuary.com)]  
**Sent:** Tuesday, May 19, 2015 9:04 PM  
**To:** Poon, SP JTST:EX  
**Subject:** Re: Invitation of Istuary's Grand Opening

Hi Mr. Poon,

I'd like to make a follow-up with you about your participation to our Grand Opening in downtown office or not. May I know your availability?

Thanks and look forward to your confirmation.

Best Regards

Stam

On Tue, May 5, 2015 at 10:26 AM, Stam Liu <[stam.liu@istuary.com](mailto:stam.liu@istuary.com)> wrote:

Hi Mr. Poon,

Thanks for your support to me and Istuary in the past.

We're excited to announce that we'll hold a grand opening of our new downtown office as well as Istuary international venture capital signing ceremony at 1:30pm on May 23rd. You're sincerely invited to participate our event as a VIP.

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**ISTUARY**  
INNOVATION GROUP

# *You're Invited!*

*Istuary International Venture Capital signing ceremony,  
and Istuary's 2nd-year Anniversary celebration.*

*Enjoy cocktails, hors d'oeuvres,  
and an indoor tour to our new location.*

*Date: Saturday, May 23th*

*Time: 1:30pm*

*Location: 8th Floor, 1125 Howe Street*

*Vancouver, BC, Canada V6Z 2K8*

Kindly RSVP and send parking request to:  
[info@istuary.com](mailto:info@istuary.com) and reply by May 8th

\* Please let us know if you have any food allergies in advance so we may better accommodate you.



You Are Invited

# ISTUARY PITCH COMPETITION

WWW.ISTUARY.COM

Dear Special Guest,

You are cordially invited to attend the Istuary Pitch Competition Final

Date:	November 14, 2015 (Saturday)
Time:	2:00PM - 5:00 PM
Location:	The Chan Centre for the Performing Arts (Telus Studio Theatre) The University of British Columbia 6265 Crescent Rd, Vancouver, BC V6T 1Z1
Contact:	Leona Liu +1 604-375-8650

**Istuary Pitch Competition** is a start-up competition jointly hosted by Istuary Capital, Canada China Creative Industries Foundation and Istuary Idea Labs, with support from the Vancouver Economic Commission, HQ Vancouver and Angel 100. Istuary provides opportunities for individuals and teams with venture ideas to showcase their creativity and gather experience. At the same time, it strives to promote science and technology innovation and transformation, and cultivate high-grade, high-level, high-quality entrepreneurial teams and new businesses with core innovative abilities.

**Istuary Innovation Group** is a comprehensive innovative industrial group which integrates technology innovation, cultural creativity, venture capital, advisory management and multiple other elements to create an international offshore business incubation platform. With branches in 3 countries, 12 cities worldwide, and more than 200 top international technology partners, the group has established professional laboratories in 10 fields.

We look forward to seeing you at the Istuary Pitch Competition!

**Istuary Pitch Competition Preparatory Team**  
October 15, 2015

## **Toor, Brinder JTT:EX**

---

**From:** Poon, SP JTT:EX  
**Sent:** Thursday, April 14, 2016 9:04 AM  
**To:** Kim, Michael C JTT:EX  
**Subject:** FW: VS-4/14/16-Chinese-linked companies affirm Canadian identity

Michael:

FYR

SP

<http://canadianimmigrant.ca/featured/technology-entrepreneur-hugh-chow-sees-success-ahead>

### **Chinese-linked companies affirm Canadian identity**

Vancouver Sun

Thursday, April 14, 2016

Page C03

By Chuck Chiang

Copyright

Page 026

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Copyright

## **Toor, Brinder JTT:EX**

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**From:** Poon, SP JTT:EX  
**Sent:** Monday, April 4, 2016 2:00 PM  
**To:** Poon, SP JTT:EX  
**Subject:** VS 4/2/16-B.C. enchants Chinese firms

### **B.C. enchants Chinese firms**

Vancouver Sun

Saturday, April 02, 2016

Page C01

By Chuck Chiang

Copyright

Page 028 to/à Page 029

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## **Toor, Brinder JTT:EX**

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**From:** Poon, SP JTT:EX  
**Sent:** Thursday, October 1, 2015 9:49 AM  
**To:** JTT WIMI IP PNP - Business Immigration  
**Cc:** JTT WIMI Directors and Managers  
**Subject:** VS 9/24/15 Chinese money behind new entrepreneurship competition

### **Chinese money behind new entrepreneurship competition**

Vancouver Sun

Thursday, September 24, 2015

Page D03

By Chuck Chiang

Copyright

Page 031

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## Toor, Brinder JTT:EX

---

**From:** Michael Y Wang <mkywang@gmail.com>  
**Sent:** Sunday, May 31, 2015 3:08 PM  
**To:** Minister, JTST JTST:EX; Knudsen, Mark JTST:EX; Seeley, Erin JTST:EX  
**Cc:** Roberts, Clark MIT:EX; Minister, MIT MIT:EX  
**Subject:** 109436 incoming BC Provincial Nominee Program

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

To: Honorable Shirley Bond, Minister of Jobs, Tourism and Skills Training and Minister Responsible for Labour  
cc; Mark Knudsen, Erin Seeley and Clark Roberts, Office of Minister International trade

Re: BC Provincial Nominee Program and Language Proficiency

It was my honor to have attended the community consulting round-table meeting about the stated subject on May 29, 2015.

Hereby I would like to make clearly my personal suggestion to BC Provincial Nominee Program (PNP):

1) **Please do not "sell" BC green card under its value:** To adjust BC PNP policy for the best interest of BC's economy according to the Market and Timing changes. Compared with other provinces of Canada, BC has a lot of advantages to attract the foreign Entrepreneurs and skilled high technology individuals to immigrate to BC. BC should be confident to select the best ones from the applicants.

2) **To create more jobs and business opportunities is the important goal** for BC PNP to make the adjustment to meet the requirement of BC Industries which need them the most for enhancing worldwide competition ability.

3) **Besides other requirement, Language Proficiency is very important to do business in BC for all trade, especially for entrepreneurs to manage business successfully.**

Hereby is an example for your reference:

Istuary Innovation Group has set up for two years in BC by Chinese Canadian Mr. Ethan Sun who immigrated from China. Istuary Group increased its employees to 70 people since two years, Most of Istuary employees are university graduates or undergraduates high technology specialists. Istuary International Venture fund was set up on its two-year anniversary celebration on May 23, 2015 with 30 Million USD to be invested to Canada innovation business. BC Minister of Technology Amrik Virk and MLA Douglas Horne attended the celebration event. The language used only is English throughout the event. There is the link report on the first page of

China Dairly about this event:

[http://usa.chinadaily.com.cn/world/2015-05/29/content\\_20850237.htm](http://usa.chinadaily.com.cn/world/2015-05/29/content_20850237.htm)

**4) To re-open the BC PNP at an early time will benefit BC's economy. The Language requirement has to match the standards with other Pronvices in Canda. It is NOT realistic to make BC as exception.** BC can try to keep unchanged, however, if the language requirement standards for all othe pronvices in Canada has been set up, BC should follow the standards, or it will delay BC PNP re-opening.

The above is my personal opinion for your consideration.

With best regards,

Michael Y. Wang  
Chairman of Times Culture Econimic Development Society  
Chair of Public Communication of Chinese Benevolent Association of Vancouver  
Cell: (604) 351 - 2868

## Toor, Brinder JTT:EX

---

**From:** Poon, SP JTT:EX  
**Sent:** Friday, November 13, 2015 9:51 AM  
**To:** Seeley, Erin  
**Subject:** RE: Strategic Investment Projects - checking-in Nov. 13, 2015/Fri 11a

Erin: Agenda for this morning.  
SP

s.13,s.21

- Istuary Innovation – invitation to attend pitch competition Nov. 14/2-5p.

s.13,s.21

+ Language Requirement.

---

**From:** Poon, SP JTST:EX  
**Sent:** Thursday, October 29, 2015 11:12 AM  
**To:** Seeley, Erin JTST:EX  
**Cc:** Kim, Michael C JTST:EX  
**Subject:** RE: Strategic Investment Projects - checking-in Oct. 29 2015/Th 2p

Erin: Agenda for this afternoon:  
SP

s.13,s.21

s.13,s.21

+ Other

## Toor, Brinder JTT:EX

---

**From:** Poon, SP JTT:EX  
**Sent:** Friday, August 19, 2016 2:41 PM  
**To:** Wood, Linda JTT:EX  
**Cc:** Seeley, Erin; Machan, Troy JTT:EX; Kim, Michael C JTT:EX; Whibley, David JTT:EX  
**Subject:** RE: Strategic Investment Projects- Please provide an update on the following information for Branch Meeting  
**Attachments:** Strategic Investment Projects 2015 to 2016 list of files 08 2016.xlsx  
**Importance:** High

Hello Linda:

Thank you for the time extension.

Please scroll down for the answers to the list of information you asked me to provide. I have compiled the attached list which you also asked for.

One thing, I would like to point out is that the information on the attached list contains corporate information that could be sensitive and of a highly confidential nature. Please do not distribute or use.

Let me know if you have further questions.

SP

---

**From:** Wood, Linda JTST:EX  
**Sent:** Thursday, August 4, 2016 4:19 PM  
**To:** Poon, SP JTST:EX  
**Subject:** Please provide an update on the following information

Hi SP, I need some information to prepare for the next Branch Meeting, could you please provide the following information by Wednesday Aug 10<sup>th</sup> end of day. Thanks so much

How many Initial Applications Assessments have you had this Fiscal Year up to the end of June? <sup>3</sup> Please list  
Please see attachment.

How many of these Initial Application Assessments have resulted in Applications? <sup>s.13,s.21</sup>  
s.13,s.21

How many Formal applications assessment have you completed this Fiscal Year up to the end of June? <sup>s.13,s.21</sup>  
s.13,s.21

Please list the corporate outreach activities you have attended from April 1 to June 30 2016. Please see  
attachment.

Please provide the list of MIT/External clients you have assisted with Work Permit applications from April 1 to Jun 30 2016. Please see attachment.

Linda Wood

Manager, Performance Management and Quality Assurance BC Provincial Nominee Program  
Workforce Development and Immigration Division

Ministry of Jobs, Tourism & Skills Training

450 - 605 Robson Street, Vancouver, B.C., V6B 5J3

Voice +1.604.775.0577 | Fax +1.604.660.4092

Mobile +1.604.365.4334

[Linda.Wood@gov.bc.ca](mailto:Linda.Wood@gov.bc.ca)

**[www.WelcomeBC.ca/PNP](http://www.WelcomeBC.ca/PNP)**

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Page 038 to/à Page 040

Withheld pursuant to/removed as

s.21;s.13;s.17

## **Toor, Brinder JTT:EX**

---

**From:** Poon, SP JTT:EX  
**Sent:** Friday, April 10, 2015 9:26 AM  
**To:** Seeley, Erin  
**Subject:** Strategic Projects - Checking in Apr. 10/11.30a

Erin:

I draw up the following bullets for our meeting this morning:

s.13,s.21

SP

## Toor, Brinder JTT:EX

---

**From:** Whibley, David JTT:EX  
**Sent:** Tuesday, March 3, 2015 11:52 AM  
**To:** Poon, SP JTT:EX  
**Subject:** FW: Istuary Innovation Labs

FYI

---

**From:** Ding, Denny -GUANGZHOU [mailto:dding@britishcolumbia.ca]  
**Sent:** Wednesday, February 25, 2015 2:46 AM  
**To:** Collier, David MIT:EX  
**Cc:** XT:Yao, Cathy MIT:IN; Whibley, David JTST:EX  
**Subject:** Re: Istuary Innovation Labs

Hi, David:

Thanks for your greetings<sup>s.22</sup>                      sorry to reply you late.

Istuary is planning to set up innovation base in Hi-Tech cluster territory in different China cities including Guangzhou, Shenzhen, Chengdu, Hangzhou and so on, objectives of setting up those bases are to work as technology incubator and help Canadian and Chinese technology companies getting further development in both market, according to their strategic business plan.

Our Guangzhou Office has been assisting Istuary's expansion in China market since last year. Cathy and I are keeping close contact with Mr. Ethan Sun and their team. We ever introduced local key contacts in different cities, set up meetings, accompanied them to meet government officials like Panyu District Government in Guangzhou, Nanshan District Government and Nanshan Science and Technology Development Bureau in Shenzhen, Sichuan Commerce Bureau and Chengdu Hi-Tech Park Administration in Chengdu. Istuary already set up innovation base in GZ and HZ, and it's on process in SZ and CD.

Moreover, Istuary is currently working with our office for inviting BC ICT companies to Shenzhen for BC ICT Promotion Seminar during MTW's visit at beginning of April, 2015.

Yes, you could contact Mr. Ethan Sun, but he travels a lot, I am not sure if he is in Vancouver or not. And you may like to contact Mr. Stam Liu for making meeting appointment, Stam is based in Vancouver, his contact information is shown as below:

--

Stam Liu | *Senior Manager*

**Istuary Innovation Group**  
Unit 305, 4321 Still Creek Dr.  
Burnaby BC Canada V5C 6S7  
Office: 604.299.0388  
Mobile: 604.655.1018  
Fax : 604.299.8003

Please let me know if you need other information.

Best regards

Denny

发自我的 iPhone /  
Sent from my iPhone

在 2015年2月21日, 03:36, Collier, David MIT:EX <[David.Collier@gov.bc.ca](mailto:David.Collier@gov.bc.ca)> 写道 :

Hi Denny,

Happy New Year!

Please see email thread below.

I've looked through Salesforce and it seems that your office assisted Istuary with their expansion from BC into China. Is that correct or are you working with them to expand from China to BC? Grateful if you could please provide an overview of how MIT/TIR has worked with them and supported them to date. I'd like to brief Clark.

Once I learn more from you, I plan to go and visit their office here to see how BC Government can support further. Who is the best person for me to see here, Mr. Ethan Sun?

I've cc'd David Whibley from our immigration team. David, it might be helpful to have someone from your team join me given the company's immigration related request.

Best regards,  
David

David Collier  
Director, Technology & Innovation  
ICT, Digital Entertainment & Interactive Sectors  
International Business Development Division  
BC Ministry of International Trade  
Tel: 604-218-9036

---

**From:** Krieger, Brian MIT:EX  
**Sent:** Friday, February 20, 2015 10:27 AM  
**To:** Collier, David MIT:EX  
**Subject:** FW: Istuary Innovation Labs

FYI – not sure you got this.

Brian  
(604) 660-0220

---

**From:** Roberts, Clark MIT:EX  
**Sent:** Thursday, February 19, 2015 4:49 PM  
**To:** Krieger, Brian MIT:EX  
**Subject:** Re: Istuary Innovation Labs

They want a letter of support from us in their negotiations with the Feds for some sort of immigration application.

C

Clark M. Roberts  
Assistant Deputy Minister  
International Business Development  
**Ministry of International Trade**  
T: 604 775 0005  
C:604 655 9285

---

**From:** Roberts, Clark MIT:EX  
**Sent:** Thursday, February 19, 2015 4:04 PM  
**To:** Krieger, Brian MIT:EX  
**Subject:** Fwd: Istuary Innovation Labs

Brian:

Could you get a member of your team to look into this?

Thanks!

Clark

Clark M. Roberts  
Assistant Deputy Minister  
International Business Development  
**Ministry of International Trade**  
T: 604 775 0005  
C:604 655 9285

Begin forwarded message:

**From:** Victor Tsao <[Victor.Tsao@mcmillan.ca](mailto:Victor.Tsao@mcmillan.ca)>  
**Date:** February 19, 2015 at 4:01:14 PM PST  
**To:** "Clark.roberts@gov.bc.ca" <[Clark.roberts@gov.bc.ca](mailto:Clark.roberts@gov.bc.ca)>  
**Subject:** FW: Istuary Innovation Labs

Hi Clark, thanks for your time today. The company name is Istuary Innovation Labs Inc. Their address is: 4321 Still Creek Drive, Unit 305, Burnaby, BC V5C 6S7 Tel: (604) 299-0388 Website: <http://www.is>  
Please let me know if you need further information about them.  
Best,  
Victor

## Toor, Brinder JTT:EX

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**From:** Poon, SP JTT:EX  
**Sent:** Monday, November 30, 2015 11:35 AM  
**To:** Kim, Michael C JTT:EX  
**Subject:** Istuary  
**Attachments:** Invitation to attend Istuary Pitch Competition Final; VS 9/24/15 Chinese money behind new entrepreneurship competition; Invitation of Istuary's Grand Opening

Michael:

I have attached several messages in folders for your reference.

SP

---

**From:** Poon, SP JTST:EX  
**Sent:** Monday, June 1, 2015 1:45 PM  
**To:** Seeley, Erin JTST:EX  
**Cc:** Kim, Michael C JTST:EX  
**Subject:** RE: BC Provincial Nominee Program - Istuary

Erin:

Ethan Sun is the CEO. Stam Liu, GM has visited our office on March 13, 2015 through MIT's introduction. Istuary was interested to qualify as angel investor to endorse federal start-up visa applicants. Stam Liu is also interested in playing a role in any manner supporting BC PNP. Istuary has just opened its 10,000 sq. ft. downtown office on May 23, 2015. The company has been active in technology sector related promotional events at BCTIO offices in China.

SP

---

**From:** Seeley, Erin JTST:EX  
**Sent:** Monday, June 1, 2015 12:18 PM  
**To:** Kim, Michael C JTST:EX; Poon, SP JTST:EX  
**Subject:** FW: BC Provincial Nominee Program

FYI. Are you aware of Istuary Innovation Group?

This was a participant at the roundtable with Minister Watt that Rob and participated in on Friday.<sup>s.22</sup>  
s.22 – many of the other participants in the room were vocal about their opposition to minimum language requirements.

Erin

**From:** Michael Y Wang [<mailto:mkywang@gmail.com>]  
**Sent:** Sunday, May 31, 2015 3:08 PM  
**To:** Minister, JTST JTST:EX; Knudsen, Mark JTST:EX; Seeley, Erin JTST:EX  
**Cc:** Roberts, Clark MIT:EX; Minister, MIT MIT:EX  
**Subject:** BC Provincial Nominee Program

To: Honorable Shirley Bond, Minister of Jobs, Tourism and Skills Training and Minister Responsible for Labour

cc; Mark Knudsen, Erin Seeley and Clark Roberts, Office of Minister International trade

Re: BC Provincial Nominee Program and Language Proficiency

It was my honor to have attended the community consulting round-table meeting about the stated subject on May 29, 2015.

Hereby I would like to make clearly my personal suggestion to BC Provincial Nominee Program (PNP):

1) **Please do not "sell" BC green card under its value:** To adjust BC PNP policy for the best interest of BC's economy according to the Market and Timing changes. Compared with other provinces of Canada, BC has a lot of advantages to attract the foreign Entrepreneurs and skilled high technology individuals to immigrate to BC. BC should be confident to select the best ones from the applicants.

2) **To create more jobs and business opportunities is the important goal** for BC PNP to make the adjustment to meet the requirement of BC Industries which need them the most for enhancing worldwide competition ability.

3) **Besides other requirement, Language Proficiency is very important to do business in BC for all trade, especially for entrepreneurs to manage business successfully.**

Hereby is a example for your reference:

Istuary Innovation Group has set up for two years in BC by Chinese Canadian Mr. Ethan Sun who immigrated from China. Istuary Group increased its employees to 70 people since two years, Most of Istuary employees are university graduated or undergraduated high technology specialists. Istuary International Venture fund was set up on its two-year anniversary celebration on May 23, 2015 with 30 Million USD to be invested to Canada innovation business. BC Minister of Technology Amrik Virk and MLA Douglas Horne attended the celebration event. The language used only is English throughout the event. There is the link report on the first page of China Daily about this event:

[http://usa.chinadaily.com.cn/world/2015-05/29/content\\_20850237.htm](http://usa.chinadaily.com.cn/world/2015-05/29/content_20850237.htm)

4) **To re-open the BC PNP at an early time will benefit BC's economy. The Language requirement has to match the standards with other Provinces in Canada. It is NOT realistic to make BC as exception.** BC can try to keep unchanged, however, if the language requirement standards for all other provinces in Canada has been set up, BC should follow the standards, or it will delay BC PNP re-opening.

The above is my personal opinion for your consideration.

With best regards,

Michael Y. Wang  
Chairman of Times Culture Economic Development Society  
Chair of Public Communication of Chinese Benevolent Association of Vancouver  
Cell: (604) 351 - 2868





## **Toor, Brinder JTT:EX**

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**From:** Whibley, David JTT:EX  
**Sent:** Friday, September 29, 2017 2:01 PM  
**To:** Zehr, Deb JTT:EX  
**Cc:** Machan, Troy JTT:EX  
**Subject:** Estuary Article

<https://thinkpol.ca/2017/09/28/ottawa-approved-fraudster-to-offer-visas-despite-whistleblower-warnings-of-immigration-and-ponzi-scams/>

## Toor, Brinder JTT:EX

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**From:** Adan, Athena JTT:EX  
**Sent:** Friday, September 29, 2017 1:59 PM  
**To:** Whibley, David JTT:EX; Nannar, Mindy JTT:EX; JTT WIMI IP PNP - Skills Immigration  
**Subject:** Istuary

FYI...

<https://thinkpol.ca/2017/09/28/ottawa-approved-fraudster-to-offer-visas-despite-whistleblower-warnings-of-immigration-and-ponzi-scams/>

**Athena Baquizal Adan**  
Program Advisor  
BC Provincial Nominee Program  
Immigration Programs Branch  
450 - 605 Robson Street  
Vancouver, BC V6B 5J3  
[athena.adan@gov.bc.ca](mailto:athena.adan@gov.bc.ca)  
Phone: 604-660-0587  
[www.welcomebc.ca/](http://www.welcomebc.ca/)

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**From:** Whibley, David JTST:EX  
**Sent:** Thursday, September 28, 2017 9:56 AM  
**To:** Adan, Athena JTST:EX; Nannar, Mindy JTST:EX; JTST WDI IP PNP - Skills Immigration  
**Subject:** RE: BC Firm developing tech startup in China accused of fraud, not paying employees...

Before following up on individuals that you have previously nominated for this company, please connect with your manager.

Thank you.  
Dave

---

**From:** Adan, Athena JTST:EX  
**Sent:** Thursday, September 28, 2017 9:53 AM  
**To:** Nannar, Mindy JTST:EX; JTST WDI IP PNP - Skills Immigration  
**Subject:** RE: BC Firm developing tech startup in China accused of fraud, not paying employees...

We do have nominees already. I am checking up on mine.

**Athena Baquizal Adan**  
Program Advisor  
BC Provincial Nominee Program  
Immigration Programs Branch  
450 - 605 Robson Street  
Vancouver, BC V6B 5J3  
[athena.adan@gov.bc.ca](mailto:athena.adan@gov.bc.ca)  
Phone: 604-660-0587  
[www.welcomebc.ca/](http://www.welcomebc.ca/)

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**From:** Nannar, Mindy JTST:EX  
**Sent:** Thursday, September 28, 2017 9:26 AM  
**To:** JTST WDI IP PNP - Skills Immigration  
**Subject:** FW: BC Firm developing tech startup in China accused of fraud, not paying employees...

In case any tech pilot or otherwise applications have come our way.

Regards

Mindy Nannar  
Program Advisor  
Provincial Nominee Program  
Workforce, Immigration and Major Investments  
P: 604-775-2149  
450 - 605 Robson Street  
Vancouver, B.C., V6B 5J3

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**From:** Yeo, Annemarie JTST:EX  
**Sent:** Thursday, September 28, 2017 8:04 AM  
**To:** JTST WDI IP PNP - Business Immigration  
**Subject:** BC Firm developing tech startup in China accused of fraud, not paying employees...

<http://nationalpost.com/news/canada/b-c-firm-developing-tech-startups-in-china-accused-of-fraud-not-paying-employees>



**Ministry of Jobs,  
Trade, and  
Technology**

**Annemarie Yeo**  
*Case Review Officer*  
BC Provincial Nominee Program  
Immigration Programs Branch  
450 - 605 Robson Street  
Vancouver, BC V6B 5J3  
Website: [www.WelcomeBC.ca/PNP](http://www.WelcomeBC.ca/PNP)

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## Toor, Brinder JTT:EX

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**From:** Machan, Troy JTT:EX  
**Sent:** Thursday, October 5, 2017 4:16 PM  
**To:** Zehr, Deb JTT:EX  
**Subject:** RE: Istuary Related Emails  
**Attachments:** Istuary Employer Applications.xlsx.xls  
  
**Importance:** High

Attached is the full list, which shows s.13 from what appear to be s.13 (using date of birth as the unique identifier). My earlier hasty search was shorter on results because I didn't include both operating and legal company names. So this number reconciles with Dave's info email of the 28<sup>th</sup>.

Troy

---

**From:** Whibley, David JTST:EX  
**Sent:** Thursday, September 28, 2017 12:27 PM  
**To:** Zehr, Deb JTST:EX  
**Subject:** Istuary Related Emails

Hi Deb,

Here's a bit of background on Istuary:

s.13,s.21

We conducted a preliminary search for the alleged poison pen letter and nothing has turned up. We will continue to search for this letter and will let you know the results as soon as we can.

Dave

## Toor, Brinder JTT:EX

---

**From:** Whibley, David JTT:EX  
**Sent:** Thursday, September 28, 2017 11:55 AM  
**To:** Whibley, David JTT:EX  
**Subject:** Estuary Site Visit

s.13,s.22

)

## Toor, Brinder JTT:EX

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**From:** Lee, Samuel J JTT:EX  
**Sent:** Thursday, September 28, 2017 8:30 PM  
**To:** Luney, Aireen M JTT:EX; Zehr, Deb JTT:EX  
**Cc:** Kang, Alexander JTT:EX; Machan, Troy JTT:EX  
**Subject:** RE: Media Note FYI

s.13

Istuary does not appear in a database search for paper SI files.  
Istuary does not appear in a database search for paper EI files.

Consultant associated with Istuary 2015 to 2016 has represented a few cases after leaving (according to timeline of LinkedIn and search in CMS).

Sam

---

**From:** Luney, Aireen M JTST:EX  
**Sent:** Thursday, September 28, 2017 8:15 PM  
**To:** Lee, Samuel J JTST:EX; Zehr, Deb JTST:EX  
**Cc:** Kang, Alexander JTST:EX; Machan, Troy JTST:EX  
**Subject:** Re: Media Note FYI

Thanks Sam.

Deb, FYI media article references PNP nomination of Istuary employees and mentions the auto-reply to the email forwarded to you this am.

Aireen Luney  
604-775-2248  
BC PNP

On Sep 28, 2017, at 7:32 PM, Lee, Samuel J JTST:EX <[Samuel.J.Lee@gov.bc.ca](mailto:Samuel.J.Lee@gov.bc.ca)> wrote:

<https://thinkpol.ca/2017/09/28/ottawa-approved-fraudster-to-offer-visas-despite-whistleblower-warnings-of-immigration-and-ponzi-scams/>

We're mentioned second to last paragraph.

Good spot Alex.

Sam

## Toor, Brinder JTT:EX

---

**From:** Zehr, Deb JTT:EX  
**Sent:** Friday, September 29, 2017 12:37 PM  
**To:** Machan, Troy JTT:EX; Whibley, David JTT:EX  
**Subject:** FW: ASAP FOR REVIEW: MR ThinkPol Amy Chen Istuary \_ Sept 29 2017\_V2  
**Attachments:** MR ThinkPol Amy Chen Istuary \_ Sept 29 2017\_V2.docx

**Importance:** High

Please see draft response –I do not have any changes - please advise if any concerns asap.

Thanks,

Deb

---

**From:** Hynes, Colin GCPE:EX  
**Sent:** Friday, September 29, 2017 12:30 PM  
**To:** Zehr, Deb JTST:EX  
**Cc:** Patrick, Andrew GCPE:EX  
**Subject:** ASAP FOR REVIEW: MR ThinkPol Amy Chen Istuary \_ Sept 29 2017\_V2

Hello Deb,

Can you please review the below messaging for the media request regarding the Istuary immigration fraud? If you have major edits please use the attached word file.

Thanks so much,

Colin

### Reporter

Amy Chen, Reporter  
ThinkPol Media  
[amy.chen@thinkpol.ca](mailto:amy.chen@thinkpol.ca)

2

**Deadline** ASAP

### Request

Employees of Istuary group of companies are alleging that the Istuary was involved in an immigration scam where by provincial nominations were obtained in exchange for money. Employees are claiming that BC PNP issued nominations despite warning from whistleblowers.

1. Can you let us know when the department first became aware of the allegations?
- 2.. How many nominations have been issued that were supported by Istuary?

### Background

### Recommendation

Can you let us know when the department first became aware of the allegations?

s.13

How many nominations have been issued that were supported by Istuary?

s.13



## Toor, Brinder JTT:EX

---

**From:** Luney, Aireen M JTT:EX  
**Sent:** Thursday, September 28, 2017 10:27 AM  
**To:** Zehr, Deb JTT:EX  
**Cc:** Machan, Troy JTT:EX  
**Subject:** FW: Reporter request: Istuary scandal

Deb,

Another media inquiry re. the Istuary article received via Inbox.

Given the recent number of media coverage involving fraudulent consultants/employers who have dealt with PNP, it may be good to send a reminder to the branch re. protocol for media inquiries. Would you like that to come from you? Troy? Me?

Will take your lead.

Aireen

---

**From:** PNP Info JTST:EX  
**Sent:** Thursday, September 28, 2017 9:42 AM  
**To:** Luney, Aireen M JTST:EX  
**Subject:** FW: Reporter request: Istuary scandal

Hi Aireen,

Please see inquiry from a reporter.

Regards,  
Manilyn

**From:** amy chen [<mailto:amy.chen@thinkpol.ca>]  
**Sent:** Thursday, September 28, 2017 9:41 AM  
**To:** PNP Info JTST:EX  
**Subject:** Reporter request: Istuary scandal

Employees of Istuary group of companies are alleging that the Istuary was involved in an immigration scam where by provincial nominations were obtained in exchange for money. Employees are claiming that BC PNP issued nominations despite warning from whistleblowers.

1. Can you let us know when the department first became aware of the allegations?
3. How many nominations have been issued that were supported by Istuary?

Thank you,

Amy Chen  
Reporter  
ThinkPol Media Inc.  
251 1755 Robson Street

Vancouver B.C.  
V6G 3B7

## Toor, Brinder JTT:EX

---

**From:** Whibley, David JTT:EX  
**Sent:** Thursday, September 28, 2017 10:50 AM  
**To:** Ibarra, Patricio R JTT:EX  
**Subject:** RE: BC Firm developing tech startup in China accused of fraud, not paying employees...

Yes, we are aware. s.13 we need to have a coordinated approach.

Thanks!  
Dave

---

**From:** Ibarra, Patricio R JTST:EX  
**Sent:** Thursday, September 28, 2017 10:46 AM  
**To:** Whibley, David JTST:EX  
**Subject:** RE: BC Firm developing tech startup in China accused of fraud, not paying employees...

Dave, There are s.13 on Istuary Innovation Labs in CMS. s.13 FYI only.

---

**From:** Whibley, David JTST:EX  
**Sent:** Thursday, September 28, 2017 9:56 AM  
**To:** Adan, Athena JTST:EX; Nannar, Mindy JTST:EX; JTST WDI IP PNP - Skills Immigration  
**Subject:** RE: BC Firm developing tech startup in China accused of fraud, not paying employees...

Before following up on individuals that you have previously nominated for this company, please connect with your manager.

Thank you.  
Dave

---

**From:** Adan, Athena JTST:EX  
**Sent:** Thursday, September 28, 2017 9:53 AM  
**To:** Nannar, Mindy JTST:EX; JTST WDI IP PNP - Skills Immigration  
**Subject:** RE: BC Firm developing tech startup in China accused of fraud, not paying employees...

We do have nominees already. I am checking up on mine.

**Athena Baquizal Adan**  
Program Advisor  
BC Provincial Nominee Program  
Immigration Programs Branch  
450 - 605 Robson Street  
Vancouver, BC V6B 5J3  
[athena.adan@gov.bc.ca](mailto:athena.adan@gov.bc.ca)  
Phone: 604-660-0587  
[www.welcomebc.ca/](http://www.welcomebc.ca/)

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---

**From:** Nannar, Mindy JTST:EX  
**Sent:** Thursday, September 28, 2017 9:26 AM  
**To:** JTST WDI IP PNP - Skills Immigration  
**Subject:** FW: BC Firm developing tech startup in China accused of fraud, not paying employees...

In case any tech pilot or otherwise applications have come our way.

Regards

Mindy Nannar  
Program Advisor  
Provincial Nominee Program  
Workforce, Immigration and Major Investments  
P: 604-775-2149  
450 - 605 Robson Street  
Vancouver, B.C., V6B 5J3

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---

**From:** Yeo, Annemarie JTST:EX  
**Sent:** Thursday, September 28, 2017 8:04 AM  
**To:** JTST WDI IP PNP - Business Immigration  
**Subject:** BC Firm developing tech startup in China accused of fraud, not paying employees...

<http://nationalpost.com/news/canada/b-c-firm-developing-tech-startups-in-china-accused-of-fraud-not-paying-employees>



**Ministry of Jobs,  
Trade, and  
Technology**

**Annemarie Yeo**

*Case Review Officer*

BC Provincial Nominee Program  
Immigration Programs Branch

450 - 605 Robson Street  
Vancouver, BC V6B 5J3

Website: [www.WelcomeBC.ca/PNP](http://www.WelcomeBC.ca/PNP)

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Page 060 to/à Page 061

Withheld pursuant to/removed as

s.13

## Toor, Brinder JTT:EX

---

**From:** Whibley, David JTT:EX  
**Sent:** Friday, September 29, 2017 1:35 PM  
**To:** Zehr, Deb JTT:EX  
**Cc:** Machan, Troy JTT:EX  
**Subject:** RE: ASAP FOR REVIEW: MR ThinkPol Amy Chen Istuary \_ Sept 29 2017\_V2

Hi Deb,

s.13

All of these items may have already been considered in drafting the original response, so I have no concerns if we release this as is.

Thanks.  
Dave

---

**From:** Machan, Troy JTST:EX  
**Sent:** Friday, September 29, 2017 12:45 PM  
**To:** Zehr, Deb JTST:EX  
**Cc:** Whibley, David JTST:EX  
**Subject:** Re: ASAP FOR REVIEW: MR ThinkPol Amy Chen Istuary \_ Sept 29 2017\_V2

No concerns. A couple of notes:

Through legislation IRCC has required consultants to be registered for more than a decade. In policy, BC PNP has also required consultants to be registered, this was not new at the time of legislation. Legislation simply provided an added layer formalization.

Even with the latest site visits, Istuary appeared to be an ongoing business. I am not aware of any whistleblowing that made the program aware of any unusual behaviour before this week. I am aware of previous media reports of financial concerns around the company, but nothing immigration related.

Troy

On Sep 29, 2017, at 12:36 PM, Zehr, Deb JTST:EX <[Deb.Zehr@gov.bc.ca](mailto:Deb.Zehr@gov.bc.ca)> wrote:

Please see draft response –I do not have any changes - please advise if any concerns asap.  
Thanks,  
Deb

---

**From:** Hynes, Colin GCPE:EX  
**Sent:** Friday, September 29, 2017 12:30 PM  
**To:** Zehr, Deb JTST:EX  
**Cc:** Patrick, Andrew GCPE:EX  
**Subject:** ASAP FOR REVIEW: MR ThinkPol Amy Chen Istuary \_ Sept 29 2017\_V2

Hello Deb,

Can you please review the below messaging for the media request regarding the Istuary immigration fraud? If you have major edits please use the attached word file.

Thanks so much,

Colin

**Reporter**

Amy Chen, Reporter  
ThinkPol Media  
[amy.chen@thinkpol.ca](mailto:amy.chen@thinkpol.ca)  
2

**Deadline** ASAP

**Request**

Employees of Istuary group of companies are alleging that the Istuary was involved in an immigration scam where by provincial nominations were obtained in exchange for money. Employees are claiming that BC PNP issued nominations despite warning from whistleblowers.

1. Can you let us know when the department first became aware of the allegations?
- 2.. How many nominations have been issued that were supported by Istuary?

**Background**

**Recommendation**

Can you let us know when the department first became aware of the allegations?

s.13

s.13

How many nominations have been issued that were supported by Istuary?

s.13



## Toor, Brinder JTT:EX

---

**From:** Zehr, Deb JTT:EX  
**Sent:** Thursday, October 5, 2017 4:01 PM  
**To:** Schollen, Tasha GCPE:EX  
**Cc:** Patrick, Andrew GCPE:EX  
**Subject:** RE: JTT Media Request: Istuary Group - Provincial Nominee Program

Hi Tasha,  
See below,  
Deb

---

**From:** Schollen, Tasha GCPE:EX  
**Sent:** Thursday, October 5, 2017 3:44 PM  
**To:** Zehr, Deb JTT:EX  
**Cc:** Patrick, Andrew GCPE:EX  
**Subject:** RE: JTT Media Request: Istuary Group - Provincial Nominee Program

Updated again.

### Reporter

Duncan Anderson, Reporter  
ThinkPol Media  
[duncan.kg.anderson@gmail.com](mailto:duncan.kg.anderson@gmail.com)  
604-700-8048

**Deadline** ASAP

### Request

Reporter says he has former Istuary employees alleging (although he doesn't know where they heard the information) that the BC PNP issued nominations through Istuary despite warnings that the company was a fraud.

### Recommendation

**When did the BC PNP know that Istuary was accused of fraud? Was the BC PNP warned about Istuary?**

s.13

**How many nominations were issued through Istuary?**

s.13

Page 066

Withheld pursuant to/removed as

s.13

## Toor, Brinder JTT:EX

---

**From:** Zehr, Deb JTT:EX  
**Sent:** Friday, September 29, 2017 4:45 PM  
**To:** Hynes, Colin GCPE:EX  
**Cc:** Patrick, Andrew GCPE:EX; Machan, Troy JTT:EX  
**Subject:** RE: ASAP FOR REVIEW: MR ThinkPol Amy Chen Istuary \_ Sept 29 2017\_V2

Hi,  
We do not provide case specific information due to privacy.

s.13

FYI – Skilled Immigration applications are submitted by employees who indicate a supporting employer through a job offer. That is, the company is not the applicant.

Does this help? Copying Troy who may be able to clarify as well if you have more questions.  
Deb

---

**From:** Hynes, Colin GCPE:EX  
**Sent:** Friday, September 29, 2017 3:30 PM  
**To:** Zehr, Deb JTST:EX  
**Cc:** Patrick, Andrew GCPE:EX  
**Subject:** RE: ASAP FOR REVIEW: MR ThinkPol Amy Chen Istuary \_ Sept 29 2017\_V2  
**Importance:** High

Hi Deb,

We've talked to Tasha about your comments/concerns and we would like to go with a single answer to both questions. Can you please see the below and help fill it in? Basically Tasha wants the reasoning why we cannot talk to these questions.

1. Can you let us know when the department first became aware of the allegations?
2. How many nominations have been issued that were supported by Istuary?

- We do not disclose specific information on BC PNP businesses because...?

---

**From:** Zehr, Deb JTST:EX  
**Sent:** Friday, September 29, 2017 2:34 PM  
**To:** Hynes, Colin GCPE:EX  
**Cc:** Patrick, Andrew GCPE:EX  
**Subject:** RE: ASAP FOR REVIEW: MR ThinkPol Amy Chen Istuary \_ Sept 29 2017\_V2

Hello,  
See comments in attached – feel free to call s.17  
Deb

---

**From:** Hynes, Colin GCPE:EX  
**Sent:** Friday, September 29, 2017 12:30 PM  
**To:** Zehr, Deb JTST:EX  
**Cc:** Patrick, Andrew GCPE:EX  
**Subject:** ASAP FOR REVIEW: MR ThinkPol Amy Chen Istuary \_ Sept 29 2017\_V2

Hello Deb,

Can you please review the below messaging for the media request regarding the Istuary immigration fraud? If you have major edits please use the attached word file.

Thanks so much,

Colin

**Reporter**

Amy Chen, Reporter  
ThinkPol Media  
[amy.chen@thinkpol.ca](mailto:amy.chen@thinkpol.ca)  
2

**Deadline** ASAP

**Request**

Employees of Istuary group of companies are alleging that the Istuary was involved in an immigration scam where by provincial nominations were obtained in exchange for money. Employees are claiming that BC PNP issued nominations despite warning from whistleblowers.

1. Can you let us know when the department first became aware of the allegations?
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**Background**

**Recommendation**

Can you let us know when the department first became aware of the allegations?

How many nominations have been issued that were supported by Istuary?

s.13

## Toor, Brinder JTT:EX

---

**From:** Mingay, Rob JTT:EX  
**Sent:** Thursday, October 5, 2017 4:57 PM  
**To:** Schollen, Tasha GCPE:EX  
**Cc:** Zehr, Deb JTT:EX; Patrick, Andrew GCPE:EX  
**Subject:** Re: JTT Media Request: Istuary Group - Provincial Nominee Program

Ok.

Sent from my iPhone  
Rob Mingay Cell:s.17

On Oct 5, 2017, at 4:29 PM, Schollen, Tasha GCPE:EX <[Tasha.Schollen@gov.bc.ca](mailto:Tasha.Schollen@gov.bc.ca)> wrote:

Hi Rob,  
This one is due today...seeking your signoff. Deb has reviewed and approved.

**Reporter**

Duncan Anderson, Reporter  
ThinkPol Media  
[duncan.kg.anderson@gmail.com](mailto:duncan.kg.anderson@gmail.com)  
604-700-8048

**Deadline** ASAP (TODAY)

**Request**

Reporter says he has former Istuary employees alleging (although he doesn't know where they heard the information) that the BC PNP issued nominations through Istuary despite warnings that the company was a fraud.

**Recommendation**

**When did the BC PNP know that Istuary was accused of fraud? Was the BC PNP warned about Istuary?**

s.13

**How many nominations were issued through Istuary?**

s.13

## BC – Guangdong Sister Province Highlights

Guangdong Province is one of BC's two sister provinces; the two have been twinned since 1995. In the past 20 years, the two provinces have collaborated on a range of activities, including promoting increased trade and investment, conducting educational exchanges, jointly developing health responses to infectious diseases and collaborating on environmental sustainability issues. These ties have been made possible by over a century of family, business and cultural links between the provinces.

The following is a snap-shot of sister province relations in key areas.

### Community

- Most Canadians of Chinese descent have family roots in Guangdong (around 500,000 in BC).
- 20,000 Canadians live in Guangdong.

### Recent Visits

- In November 2015, Premier Clark and Minister Wat visited Guangzhou and Shenzhen to celebrate the 20<sup>th</sup> anniversary of the twinning, and met with Guangdong Party Secretary Hu Chuanhua, Governor Zhu Xiaodan and Shenzhen Party Secretary Ma Xingrui.
- In April 2015, Shenzhen Party Secretary MA Xingrui visited Canada in his capacity as Deputy Party Secretary of Guangdong. In BC, he met with Deputy Premier Rich Coleman and International Trade Minister Teresa Wat, respectively. Minister Wat hosted a BC-Guangdong Business Seminar with Mr. Ma and the Guangdong delegation.
- In September 2014, Governor ZHU Xiaodan visited BC for the first time since becoming Governor in 2012, leading a delegation of around 80 business and government representatives. During the visit, the Governor and the Premier signed a new Action Plan marking the 20th year of BC-Guangdong relations and announced the establishment of the Guangdong Economic and Trade Representative
- Office in Vancouver. Minister Wat hosted a luncheon and roundtable with the Guangdong delegation and BC companies and community groups with ties to Guangdong province.
- In 2013, Minister Wat witnessed the signing of an agreement between the Ministry of International Trade and the Guangdong Department of Foreign Trade and Economic Co-operation to advance trade and investment partnerships in the South China region.
- Minister Wat also attended a BC LNG forum in Guangzhou with approximately 50 representatives from South China's natural gas industry.
- In April 2012, Madam LEI Yulan, Vice Governor of Guangdong Province, led a delegation to BC.
- In November 2011, Premier Clark visited Guangdong and met with Governor ZHU (then acting Governor). BC Ministry of Agriculture signed MOUs with Guangdong Department of Agriculture and the Administration of Ocean and



Fisheries of Guangdong to strengthen relationships in technology and trade exchange.

- In June 2011, the Minister of Advanced Education, Naomi Yamamoto, visited Guangdong and met with Guangdong officials. The two provinces signed an MOU to advance bilateral education cooperation.
- BC opened a Trade and Investment Office in Guangzhou in February 2009.
- Former Premier Campbell met with Executive Vice Governor Zhong Yangsheng in Guangzhou in 2007.
- Former Premier Campbell met with Governor Huang Huahua in BC in 2005, and again in Guangdong in 2006.
- In 2005, the Government of BC welcomed a delegation from the People's Government of Guangdong Province to Vancouver to celebrate the 10th anniversary of the sister-province relationship.

## **Twinning**

- s.13,s.21

- Minister of Community Development Ida Chong signed an MOU in 2007 with Guangdong Foreign Affairs Office on encouraging the respective local governments within each province to establish new sister city relationships with counterpart cities.
- There are five pairs of sister cities between Guangdong and BC: Vancouver – Guangzhou, Surrey – Zhuhai, Burnaby – Zhongshan, North Vancouver – Huizhou, and New Westminster – Yunfu.
- Sister port relationships:
  - Vancouver International Airport - Guangzhou International Airport
  - Vancouver Port - Guangzhou Port

## **Information Communication Technology (ICT)**

- s.13,s.21

- 

- In November 2014, Istuary, an ICT Company based in Vancouver, set up an incubator in Guangzhou University Town. The incubator aims to help Canadian

and Chinese technology companies seek potential investors, commercialize their innovative technologies and products in the local market.

- BC companies' Avocette Technologies Inc. (formerly TP Systems), Cantronic, Fireswirl, Clevest, Incognito and Sierra Wireless have all set up operations in Guangdong (majority are in Shenzhen).
- Guangdong companies such as Lifang International Digital Technologies Co. Ltd. and Linkstar Electronic Group (Shenzhen) Co. Ltd. have invested and opened branch companies in BC.
- Vancouver based ICT company, Avigilion, set up an office in Guangzhou in 2013.

### **Life Sciences**

- Collaboration on innovation has been taking place between UBC / Shenzhen Institute of Advance Technology, Genome BC / Shenzhen BGI, BC Prostate Centre / Shenzhen BGI, BC Autism Spectrum Interdisciplinary Research (ASPIRE) / Shenzhen BGI, and Stemcell Technologies Inc. / Shenzhen BGI.
- BC Children's Hospital and Guangzhou Women and Children Medical Center have had a long-term partnership for years.
- In September 2014, the Vancouver Prostate Centre (VPC) signed an MOU with Shenzhen BGI, the world's largest genomics organization, for the establishment of the BGI-VPC Joint Research Laboratory in Vancouver, a sequencing and translational research facility, to jointly discover and advance basic and translational programs in oncology, including personalized oncology. Shenzhen BGI invested research equipment with value of CAD\$1 million for the first phase of investment.

- s.13,s.21

### **Clean-tech**

- In September 2015, Ballard Power Systems Inc. announced it would provide Foshan and neighbouring city Yunfu with fuel cells to support about 300 buses hitting the roads in 2016. Ballard will also provide 10 FCvelocity fuel cell engines for urban trams that will run along a transit line in the city of Foshan, Guangdong Province, beginning in 2017. The total value of these two contracts is over \$23 million.
- In November 2014, Foshan Municipal Government, CSR Qingdao Sifang and Ballard signed an MOU to cooperate on the Foshan Fuel Cell Powered Tram Project in Foshan. The Foshan government is planning to build 8 fuel cell powered trams to be operated in the Gaoming District of Foshan City. s.13,s.21

s.13,s.21

-

- In July 2014, PEV Power Systems Inc. inaugurated its China office in Zhongshan City. s.13,s.21  
s.13,s.21
- IMW Industries signed a natural gas equipment sales contract with China Gas in 2012.  
s.13,s.21
- 
- 
- 

### **Agri-Food**

- Guangdong imports various foods and beverages from BC, such as geoduck, Dungeness crab and icewine.  
s.13,s.21
- 
- Two MOUs were signed between Guangdong and BC during Premier Clark's mission in 2011:
  - Marine Fisheries and Seafood Trade, Technology and Investment Cooperation MOU, and
  - Agriculture and Agri-Food Trade, Technology and Investment Cooperation MOU.

### **Education**

- s.13,s.21

- Several BC school districts (Coquitlam, Surrey, Burnaby, Greater Victoria, etc.) and BC postsecondary institutions (BCIT, UBC, UVic, SFU, TRU, etc.) are active in Guangdong and have established strong relationships with leading local agents, top schools and universities.
- UBC Sauder School entered into an executive training agreement with the Guangdong Provincial Government Department of Human Resources and Social Security in 2012 (5 year agreement, beginning in 2013).
- UBC Sauder School signed an MOU with the Guangdong Provincial Government Emergency Management Office in 2010 to provide Emergency Management Training to over 100 Guangdong senior government officials.
- Capilano University signed an MOU with Huizhou University in October 2009 on faculty and student exchange in the tourism management program.

## Energy

- s.13,s.21
- Guangdong and BC signed an MOU on cooperation in clean energy in 2007.
- s.13,s.21
- 

s.13,s.21

- Guangzhou Kingland Industrial Investment Co., Ltd. set up a company in Vancouver in 2009 and invested in oil resource exploration in Saskatchewan.
- A number of mining companies in Guangdong, including Guangdong Rising Assets Management Co.,Ltd. and Shenzhen ZhongjinLingnan Nonfermet Co., Ltd., have chosen Canada as a priority investment destination for gold/copper mines.

## Transportation

- s.13,s.21
- In June 2011, China Southern Airlines launched direct flights between Guangzhou and Vancouver. In June 2013, the route was increased to seven flights per week.

- In June 2012, Sichuan Airlines launched direct flights between Chengdu and Vancouver. The route is operated by a Guangzhou based company, Guangdong Nanhu International Travel Service Co., Ltd.

## **Tourism**

- In 2015, White Water West Industries Ltd. won the bid to be the Chimelong Group's preferred supplier for their new 353-acre waterpark project in Guangdong Zhuhai – Chimelong Hengqin Ocean Kingdom. A variety of waterslides, an interactive AquaPlay™ structure and two dry attractions have been designed and constructed by WhiteWater West. <sup>s.13,s.21</sup>  
s.13,s.21

## Toor, Brinder JTT:EX

---

**From:** Best, Kelly JTT:EX  
**Sent:** Wednesday, February 17, 2016 9:43 AM  
**To:** Berkinshaw, Sumiko JTT:EX  
**Subject:** FW: Mid-Tier Cities Strategy Part II  
**Attachments:** Guangdong 广东.docx; Highlights BC - Guangdong Sister Province.docx; Chongqing market profile.docx; Guizhou Province Report 贵州省资料.docx; Shenzhen Market Profile - Revised August 2015.doc; Sichuan Market Profile.doc; Yunnan Market Profile - 2014-12-18.doc; Hangzhou Profile.docx; Suzhou Profile.docx; Nanjing Profile.docx; Ningbo Profile.docx; EIU Hangzhou city report 2015.pdf; EIU Hangzhou city data 2015.xls

-----Original Message-----

From: Fong Richard -SHANGHAI [<mailto:rfong@britishcolumbia.ca>]  
Sent: Thursday, February 11, 2016 8:02 AM  
To: Best, Kelly MIT:EX  
Cc: Acquarone, Francis MIT:EX; Lui, Vivian MIT:EX; XT:Tsui, Kevin MIT:IN  
Subject: RE: Mid-Tier Cities Strategy Part II

Hi Kelly,

Attached are the reports that the GZ office gave to us, but the report that we submitted to you was via information verbatim from the retreat and the questionnaire and not based off of this, same as for the other offices.

I've also attached similar city profiles created by our previous intern Leah on second tier cities, for the occasions of Ministers coming into town and briefing them on the cities.

On top, I'm attaching a sample report by the Economist Intelligence Unit on Hangzhou City as well as the city data. If there is further interest, we can subscribe to their services for a yearly fee.

Richard

-----Original Message-----

From: Best, Kelly MIT:EX [<mailto:Kelly.Best@gov.bc.ca>]  
Sent: February 3, 2016 12:06 AM  
To: Fong Richard -SHANGHAI  
Cc: Acquarone, Francis MIT:EX; Lui, Vivian MIT:EX; Tsui Kevin -BEIJING -MD  
Subject: Re: Mid-Tier Cities Strategy Part II

Hi Richard,

Cathy mentioned that she had contributed to market strategies, which I understood were plans for engagement by province. I believe this came out of your retreat. What I am looking for is more detailed information on the cities and the opportunities for BC in each. She said that was included in the market strategy material that she had given you, and perhaps you had summarized for us.

Hope this helps. If not I can clarify on our call with Kevin today.

Kelly

On Feb 2, 2016, at 4:10 AM, Fong Richard -SHANGHAI <[rfong@britishcolumbia.ca](mailto:rfong@britishcolumbia.ca)<<mailto:rfong@britishcolumbia.ca>>> wrote:

Hi Kelly,

I just wanted to clarify what you meant by source material? Are you talking about the source (people) of where I got my information from?

Thanks,  
Richard

Sent from Mail Master

On 2016-02-02 10:17 , Best, Kelly MIT:EX<<mailto:Kelly.Best@gov.bc.ca>> Wrote:

?Hi Richard,

Thank you for putting together the summary below to feed into our research on opportunities in mid-sized cities. Vivian and I just spoke to Cathy Yao about the regions her office covers, and she mentioned some research and strategy work her office had done on each province/market that fed into the summary you provided us. Would you be able to forward the source material that each TIR office provided you? We are now starting to ask detailed questions about the cities themselves, and what the BC opportunity would be in each, and I think this background information would help answer some of our questions.

Thanks very much for all of your assistance with this project.

Regards,

Kelly

---

From: Acquarone, Francis MIT:EX  
Sent: Thursday, January 28, 2016 9:23 AM  
To: Best, Kelly MIT:EX  
Subject: FW: Mid-Tier Cities Strategy Part II

Additional Info for our meeting this morning.

From: Fong Richard -SHANGHAI [<mailto:rfong@britishcolumbia.ca>]  
Sent: Thursday, January 28, 2016 9:18 AM  
To: Acquarone, Francis MIT:EX; Lui, Vivian MIT:EX  
Cc: XT:Tsui, Kevin MIT:IN  
Subject: Mid-Tier Cities Strategy Part II

Hi Francis,

As promised, attached is a reviewed version of the Mid-Tier Cities Strategy Part II with inputs from North China, and updates from East China and South China at the retreat.

Best,

Richard

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# BC Technology Exports

*Prepared for the BC Premier's  
Technology Council*

July 2015

Capasiti Consulting Inc.

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Vancouver, BC V6E 4S6

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steve@capasiti.ca

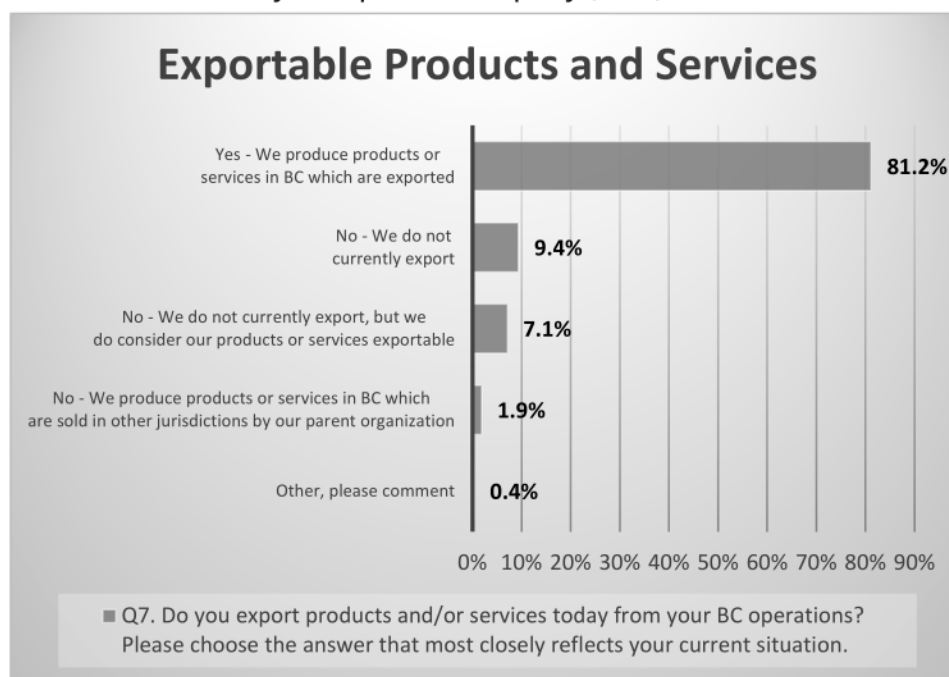
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# Highlights

## Export-Driven Market

- The BC Technology industry is an export-focused sector with the vast majority (81.2%) of respondent companies stating they create products and services which are exported.
- Of the remaining 19% of respondents who do not currently export, almost half (9%) either consider their products or services exportable (7.1%) or they produce products or services that are sold outside of BC by their parent company (1.9%).

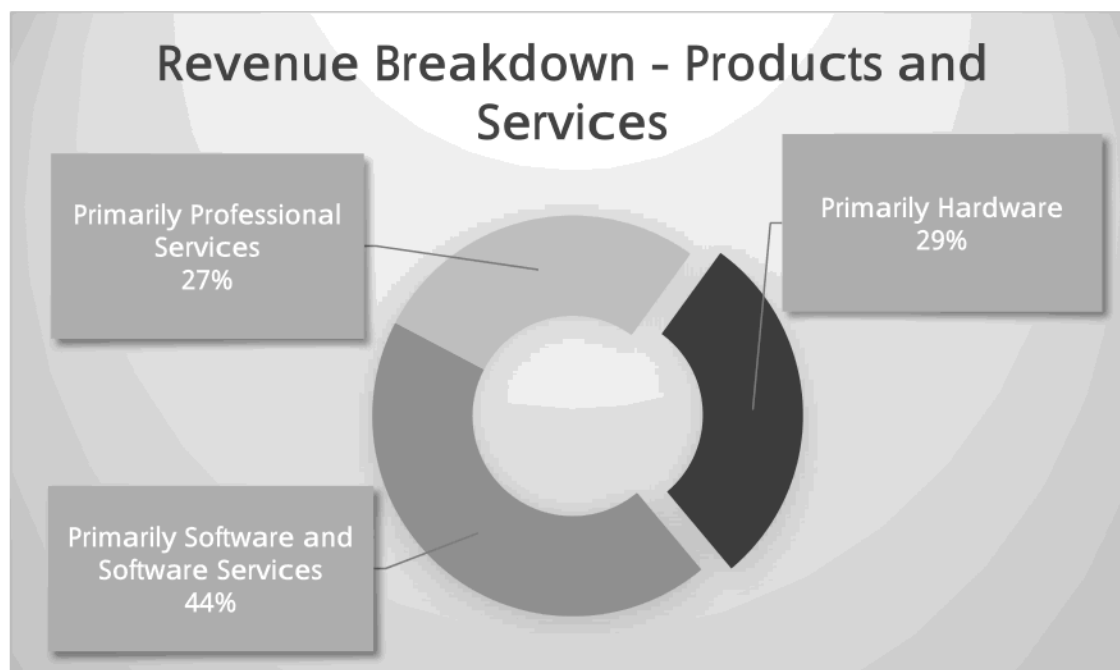


## Size Matters

- Corporate revenues are heavily correlated with company's headcounts. Larger firms (by headcount) tend to have greater revenues and exports. As companies typically add staff over time, headcount is also correlated with the age (maturity) of the organization.
- While BC's technology sector has over 9,000 companies, a relatively small number of firms are responsible for the majority of the industry's revenues. The survey's 266 respondents, while representing only 3% of the total firms in BC, account for over one-third (37.3%) of the industry's headcount and 20.3% of its revenues.
- Corporate revenues tend to grow faster than headcount, showing advantages of scale at play for many firms.
- There is considerable spread (variability) in results when reviewing revenue per employee, even when controlling for product type and age of company. This fact illustrates that some firms scale better than others for reasons not captured in the survey.

## Industry Revenues are Largely Service-Driven

- The technology industry is heavily reliant on service exports with almost three-quarters (71.1%) of firms revenues coming from Software and Software Services (such as Software-as-a-Service solutions) or from Professional Services such as system integration, implementation and customization assistance, or engineering services.



## Industry Exports are often Under-reported by Statistical Agencies

- As the BC technology industry revenues (and therefore its exports) are largely service-driven, they are not tracked as accurately as goods-producing industries by agencies such as Statistics Canada and BC Stats.
- Based on the information provided by respondents, annual industry exports for BC's technology sectors are conservatively estimated at \$7B, but could be as high as almost \$12B (\$11.7B). In comparison, in the [Profile of the British Columbia High Technology Sector: 2014 Edition](#), prepared by BC Stats, industry exports were estimated to be \$4.4B in 2013. However, it should be noted that when stating their estimate, BC Stats provides the following prudent caveat:

*"It is generally more difficult to measure service exports, compared to exports of goods. Whereas goods exports are tracked through customs documents, providing an administrative record that can be used for statistical purposes, this is not usually the case with regard to service exports. Rather, service exports have to be estimated using surveys and other available information."*

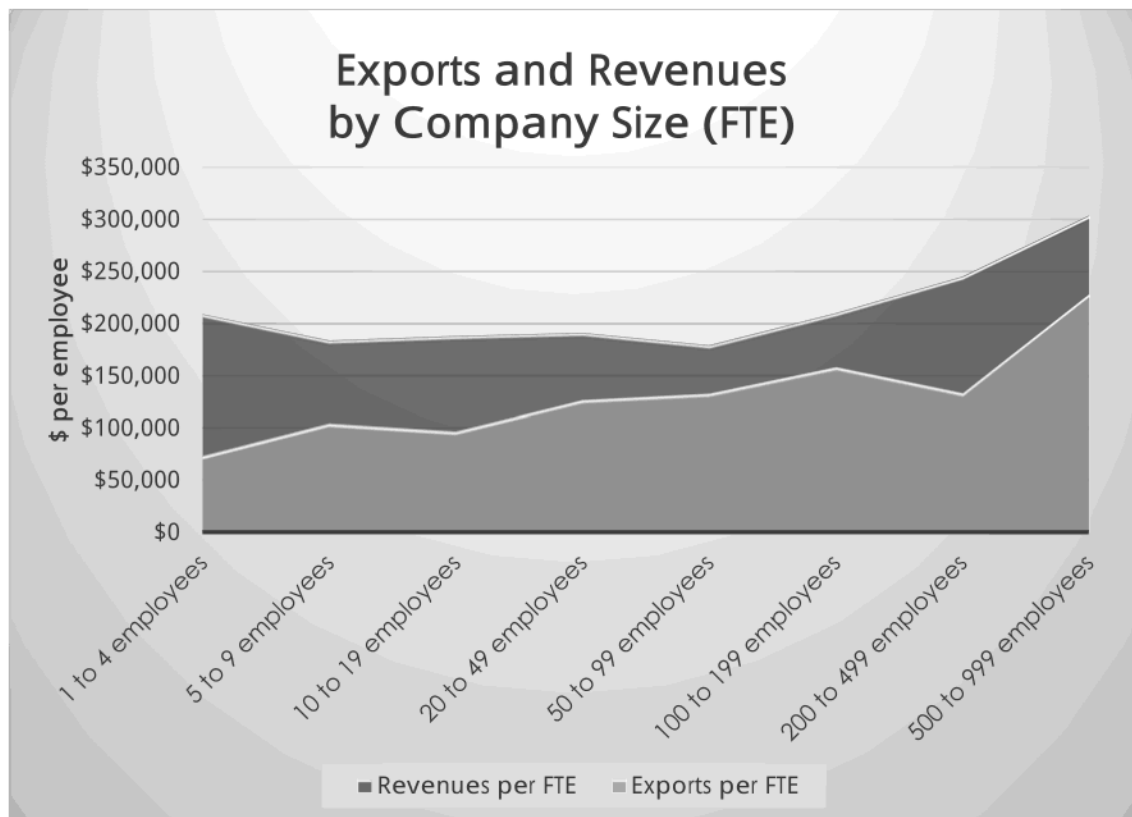
- A less conservative projection of annual industry exports of \$11.7B would mean 55.7% of the BC technology industry revenues come from exports. Such a figure

would bring the technology industry on par with other traditional industry sectors in BC. According to BC Stats, the 2013 average for revenues from exports for all manufacturing sectors in BC was 53%.

- As this study has a sample bias towards larger technology firms, and potentially towards firms that export, further research is recommended to refine the export projection by broadening the sample of respondents, particularly to smaller companies.

### Revenues and Exports Tied to Headcount

- There is a strong correlation between the size of a firm's headcount, and the amount of revenues and exports that it generates.
- For the most part, exports per employee increase as firms get larger in size, rising from \$73,000 in exports per FTE for firms with 1 to 4 employees in BC to \$228,000 in exports per FTE for firms with 500 to 999 employees in BC.
- Comparatively, the graph curve for revenues per FTE takes a slightly parabolic shape with revenues per employee dropping from an initial \$209,000 per employee for companies of 1 to 4 employees to a minimum of \$179,000 per FTE for companies of 50 to 99 employees before growing again to over \$303,000 per employee for companies of between 500 and 999 employees.



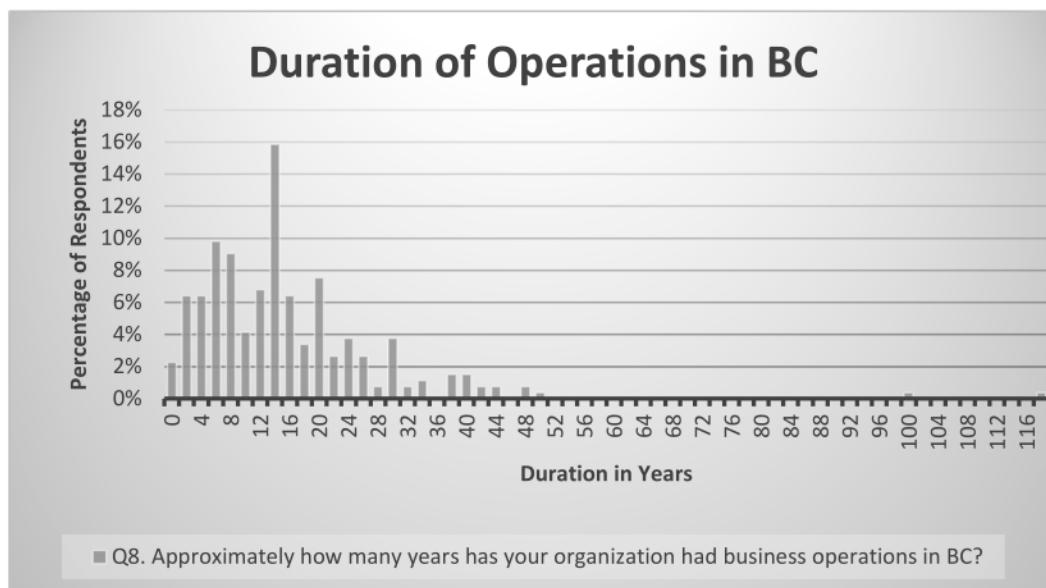
- The parabolic shape of the industry's revenue per FTE curve illustrates the investment that firms make into growth as they add headcount in preparation for export sales and marketing efforts.

This curve is in-line with anecdotal experiences of entrepreneurs and founders who often cite the growth of firms from 5 employees to 100 employees as being one of the most trying periods for an organization. However, this parabolic curve also illustrates the increasing benefits (accelerating revenues and exports) that accrue once firms scale and breakthrough the 100 employee size barrier.

- The parabolic nature of the revenue per FTE curve also reflects the paradox that many technology firms experience which encourages them to remain small. As small technology firms (particularly service-oriented firms) can make a comfortable living with over \$200,000 in revenue per employee, there is little impetus to grow; particularly when growing results in a reduction of revenue-per-FTE until the benefits of greater scale kick back in.

### The Technology Industry is more than Just Start-ups

- While start-ups tend to get a lot of attention, in most cases it takes maturity to reach scale. Many of the respondent firms are older with an average age of 16 years and a median and modal age of 15 years. In fact, when reviewing the age of firms, we see a distribution centred on firms that were created at the height of the dot-com era.
- While the technology sector is noted for its boom-and-bust cycles, these cycles are proving important for both new business creation and for tempering cyclical survivors for longevity.



## Industry is Becoming Increasingly More Global

- BC's technology industry is becoming increasingly more globally focused. Each generation of technology firms in BC appears to be taking a more global view of markets and is exporting earlier than the generations before. When reviewing a company's primary markets (domestic, US or International) against the era in which it was founded (pre-dot-com, dot-com, post-dot-com or post-great recession), we find that with each business cycle, and each new generation of firms, the BC technology industry is becoming increasingly more global in its focus, and less reliant on North American markets (Canada and US) for its revenues.
- The oldest BC technology companies tend to be the most focused on the domestic market while those formed during the dot-com and post dot-com eras (between 1997 and 2008) are more weighted to the US market. Comparatively, firms founded since the Great Recession (since 2008) are still likely to have the US as an important market, and are more likely than any other cohort to generate the majority of their revenues from International (non-North American) markets.

	Pre-Dotcom Era (Pre 1997)	Dotcom Era (1997 to 2001)	Post-Dotcom Era (2002 to 2008)	Since Great Recession (Post 2008)
Primarily International Markets (Non-North American)	27%	9%	18%	<b>45%</b>
Primarily US Markets	23%	<b>33%</b>	<b>28%</b>	16%
Primarily Domestic Markets (Canadian)	<b>45%</b>	22%	15%	18%

- New service delivery models like Software-as-a-Service (SaaS) and new digital marketing technologies enable many of today's start-ups to sell to a global market from day one.

## Many Firms Don't Realize They Export

- As many of the outputs of BC's technology firms such as software and services are intangible, several of the respondents failed to realize that they actually 'export' their products and services. Exports, even for those in the business of exporting, are still often thought of as only hard or tangible goods. Comments of inadvertent exporters include the following:

"We export if you consider selling digital assets internationally to be exporting"

"Our SAAS product serves clients all over the world from BC, but I wouldn't consider it 'exporting' as all the data is managed locally."

"The software is developed in BC and licenses are sold worldwide but not 'exported'"

## Don't Discount the Domestic Market

- While export markets are important to many firms in the technology sector, the domestic market is proving to be very important to many others. Specifically, the domestic market is important to firms in the telecommunications and IT services markets.

Many of the firms focused on the domestic market are the largest in the industry and are highly scaled (high revenues per employee). As many of these technology firms support consumers and businesses across Canada, it is fair to say that the domestic market depends as much on their technologies, as they depend on the domestic market.

- The domestic market is also an important proving ground for many companies; particularly those in CleanTech. The domestic market also tends to be slightly more important for firms outside of the Lower Mainland, likely reflecting that these firms often provide services to a regional market.

## Key Barriers to Greater Exports are Access-to-Capital and Access-to-Talent

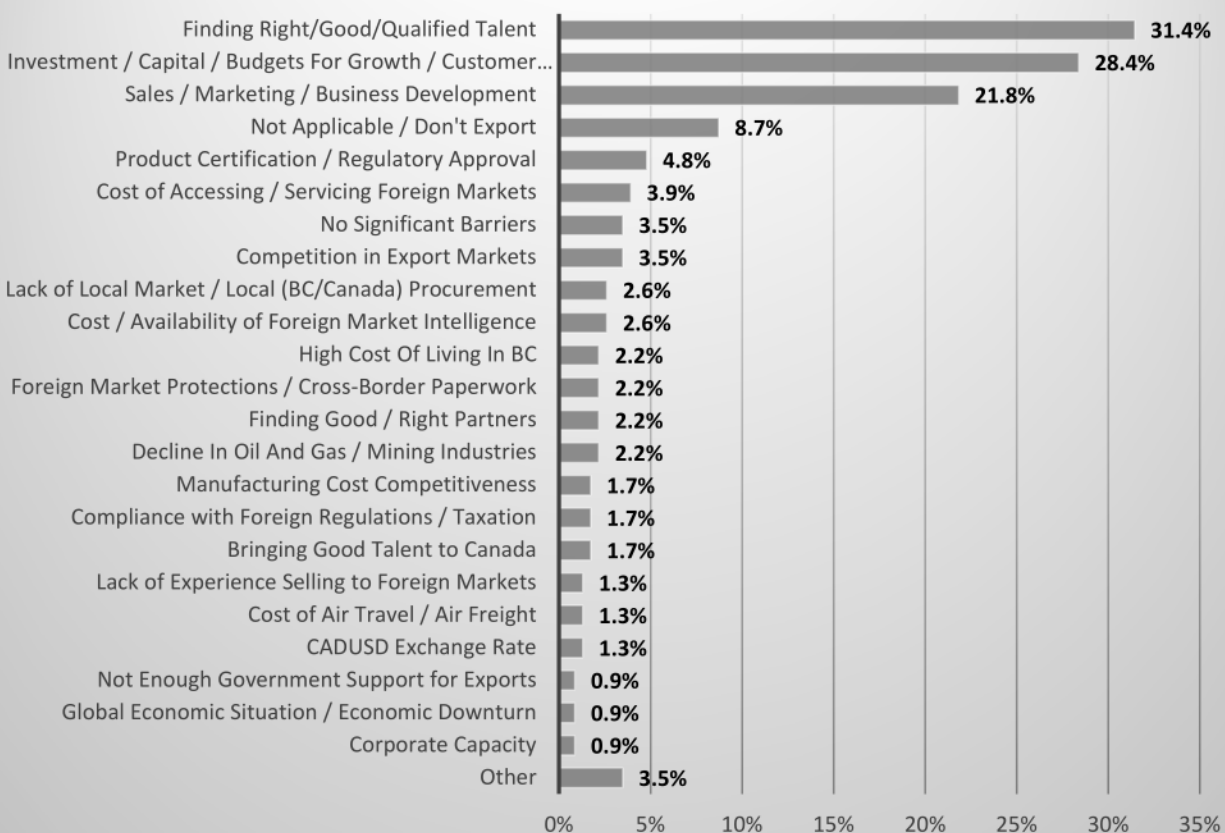
- When asked what their greatest barriers to increasing exports is, many firms stated either one or both of Access-to-Capital, and Access-to-Talent. Finding the right talent for their company was the barrier most often named, followed by raising more funds and increasing sales and marketing efforts.

In many cases, the issues of raising capital, finding talent and increasing sales and marketing efforts are inextricably linked. Several respondents literally cited that their biggest barrier was 'getting the capital to hire more sales and marketing resources'.

These findings are in-line with the findings above that indicate revenues and exports are heavily tied to headcount.



## Barriers to Export



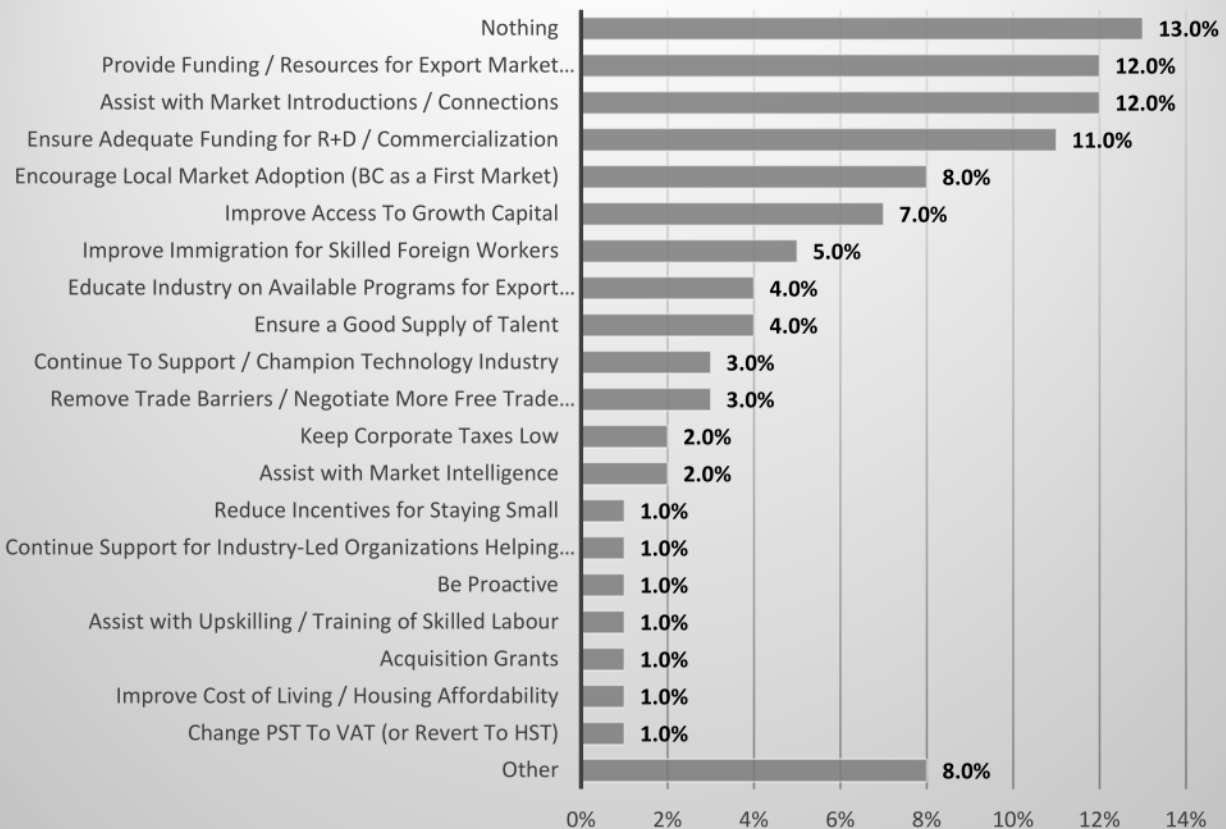
■ Q12. What are the main barriers to your organization increasing exports in the next 24 months?  
(Note: Multiple answers permitted)

- Other barriers mentioned include: overcoming product certification and regulatory approval hurdles, often cited by firms in the life sciences and medical device sectors; and the lack of local market in BC or Canada to help them prove-out their product or service. This issue was particularly raised by firms in the CleanTech and PowerTech sectors who feel that a local market is important for trialling their technology and creating reference-able case studies with which to market to other jurisdictions.
- On the issue of talent, several respondents mentioned Canada's immigration laws and practices as a barrier to growth. Owing to BC's relatively small technology market, many of the firms identified a need to bring additional resources to Canada. These needed resources are often senior resources, required on either the technology or the business side to help the company grow.
- As this study shows that revenues and exports are highly correlated with headcount, having the talent available to tackle foreign markets is crucial for growth. Alongside the talent issue, several firms also stated that the high cost of living in BC, particularly housing in Vancouver, is a deterrent to growing headcount here.

## Potential Interventions for Increasing Export Growth

- With respect to what the federal and provincial governments can do to help technology companies grow, the clear answer was assistance with the funding gap – ensuring firms have the capital required to invest in their sales and marketing efforts.
- While some respondents suggested providing specific funding for export market development others suggested an expansion of R+D and Commercialization funding would have the indirect effect of freeing cash flow for sales and marketing efforts.
- Many firms stated there was nothing the governments could do to help them increase exports as it is effectively an internal issue for the organization to overcome. Others stated the governments can play a role in helping with market introductions and connections and by encouraging the adoption of Canadian technology at home; providing a significant home market opportunity for technology while also improving domestic productivity.
- It is also felt that the governments can play an important role by ensuring there is a good supply of talent available. This can be done on at least two fronts: by improving immigration to expedite the entry of skilled workers, and by working with educational institutions to ensure there is an adequate supply of new skilled talent locally.
- With respect to interventions, respondents also mentioned a number of public policy issues including:
  - Continuing to negotiate free trade agreements and removing international barriers to trade
  - Improving the Provincial Sales Tax (PST) to reduce input costs
  - Continuing to focus on low corporate taxes to encourage growth in BC and Canada
- Feedback from respondents also suggests there is a role for governments to play in educating firms on exporting and assisting with market intelligence.

## Interventions for Increasing Export Markets



■ Q14. What can the BC and federal governments do to help your organization increase the exports of your BC-developed products?

# Appendix I: Methodology

## BC Exports Survey

The basis for this report is a primary web survey conducted by Capasiti Consulting Inc. on behalf of the BC Premier's Technology Council. The survey was fielded from June 16 to June 29, 2015.

Email invitations were sent to 1,502 C-Level technology executives at 902 companies. The sample included companies from every region of the province and every sector of the technology industry except film and TV production companies.

Where duplicates were received from the same organization, the responses were aggregated to create a single response and avoid double-counting. In total, 266 usable responses were collected including 247 completed and 19 substantially completed responses.

## Sample Validation

To validate the sample, the results were compared against recent industry statistics provided by BC Stats through their [Profile of the British Columbia Technology Sector: 2014 Edition](#) report.

The following table compares the survey sample against the general population.

	BC Population (2013)*			Survey Sample	
	N	%		N	%
1 to 4 employees	6043	68.1%		22	8.3%
5 to 9 employees	1170	13.2%		37	13.9%
10 to 19 employees	757	8.5%		55	20.7%
20 to 49 employees	503	5.7%		66	24.8%
50 to 99 employees	239	2.7%		45	16.9%
100 to 199 employees	99	1.1%		17	6.4%
200 to 499 employees	49	0.6%		12	4.5%
500 to 999 employees	5	0.1%		7	2.6%
1000 to 1499 employees	1	0.0%		2	0.8%
1500+ employees	6	0.1%		3	1.1%
	8872	100.0%		266	100.0%

The survey sample is weighted towards larger firms, being overweight in firms with more than 500 employees and significantly underweight in companies with less than 5 employees.

The skew in size likely also reflects a skew in maturity by age of company. It is expected that the sample is likely slightly older than the general population. In part, this is due to the fact that start-ups can be harder to reach directly by survey; particularly those still working in 'stealth mode'.

As it reflects more mature organizations, the sample is also likely to slightly over-represent public companies and subsidiaries of companies headquartered outside of BC.

For the purposes of research on exports and export markets, this sample is deemed satisfactory as larger firms and more mature firms are more likely to be exporters. However, the overweighting towards larger firms does create specific difficulty when trying to determine the actual level of exports in the Province as the sample produces an inflated result.

## Secondary Research

To augment the primary research, an additional table was created using publicly available revenue and headcount data for many of BC's largest technology companies. This table can be found in Appendix IV: Comparison – Publicly Available Information. The core of this table is Business-in-Vancouver's Top 100 tech companies in BC in 2015 report.

The primary objective of this exercise was to confirm the significance of the largest technology firms to the industry as a whole, and to confirm the relationship between revenues and headcount. Many of the firms on the list were also respondents to the survey, however, the two components were analyzed separately and discreetly. No confidential respondent information was used to augment or improve the table of publicly available information.

## Appendix II: Interview Summary

The following are the respondents' answers to the survey questions asked of them. In several cases the responses have been further collapsed to simplify analysis.

### Ownership Type

Q1. Which of the following best describes your organization?

	N	%
Private Company Headquartered in BC	216	81.2%
Public Company Headquartered in BC	21	7.9%
Subsidiary/Division/Office of a Private Company Headquartered outside of BC	9	7.5%
Subsidiary/Division/Office of a Public Company Headquartered outside of BC	20	3.4%
<b>Total</b>	<b>266</b>	<b>100.0%</b>
<i>Source: 3 - Ownership Structure</i>		

### COLLAPSED

	N	%
Private Company Headquartered in BC	216	81.2%
Public Company Headquartered in BC	21	7.9%
Subsidiary/Division/Office of a Private or Public Company Headquartered outside of BC	29	10.9%
<b>Total</b>	<b>268</b>	<b>100.0%</b>
<i>Source: C3 - Ownership Structure</i>		

### Types of Products / Services Offered

Q2. Which of the following best describes what your organization does?

	N	%
Software Developer	68	25.7%
SaaS Provider	53	20.0%
Hardware Developer	26	9.8%
IT Service Provider / Managed Services Provider / Reseller	19	7.2%
Cloud / Telecommunications / Hosting Provider	16	6.0%
CleanTech Developer	13	4.9%
Consulting / Professional Services	12	4.5%
Web Developer / Multimedia Developer	11	4.2%
Biotechnology /Pharmaceutical / Nutraceutical Researcher/Manufacturer	10	3.8%
Contract Fabricator / Assembler / Manufacturer	9	3.4%
Medical Device Manufacturer	8	3.0%

Engineering Services	5	1.9%
Systems Integrator	5	1.9%
Game Developer	3	1.1%
Advanced Manufacturing	1	0.4%
Other, please specify	6	2.3%
<b>Total</b>	<b>265</b>	<b>100.0%</b>
<i>Source: 4 – Types of Products / Services Offered</i>		

## COLLAPSED

	N	%
Software / SaaS / Web / Multimedia	132	49.8%
Hardware / Medical Device Developer	34	12.8%
IT and Managed Services / Systems Integration	24	9.1%
Engineering Services	17	6.4%
Telecommunications and Cloud Hosting	16	6.0%
CleanTech / PowerTech	13	4.9%
BioTech / Pharma / Nutraceuticals	10	3.8%
Contract Manufacturer	9	3.4%
Game Developer	3	1.1%
Other	7	2.6%
<b>Total</b>	<b>265</b>	<b>100.0%</b>
<i>Source: C4 – Types of Products / Services Offered</i>		

## Industry Sector

Q3. In which of the following technology areas does your organization most closely fit?

	N	%
Information and Communication Technologies (ICT)	143	54.2%
Digital Media	31	11.7%
CleanTech and PowerTech	29	11.0%
Life Sciences and Medical Devices	25	9.5%
Wireless and Mobile	20	7.6%
Aerospace	4	1.5%
Robotics / Advanced Manufacturing	4	1.5%
Architectural and Engineering services	2	0.8%
Other, please specify	6	2.3%
<b>Total</b>	<b>264</b>	<b>100.0%</b>
<i>Source: 5 – Industry Sectors</i>		

## COLLAPSED

	N	%
ICT and Digital Media	143	54.2%
CleanTech and PowerTech	29	11.0%
Life Sciences and Medical Devices	25	9.5%
Aerospace	4	1.5%
Robotics / Advanced Manufacturing	4	1.5%
Other, please specify	8	3.0%
<b>Total</b>	<b>264</b>	<b>100.0%</b>
<i>Source: C5 – Industry Sectors</i>		

## BC Municipality

Q4. In which of the following BC cities or municipalities is your company located?

*If your organization is located in more than one municipality, please use your headquarters or main BC office location.*

	N	%
Vancouver	130	48.9%
Burnaby / New Westminster	42	15.8%
Kelowna / Okanagan	22	8.3%
Victoria / South Island	20	7.5%
Richmond	14	5.3%
Coquitlam / Port Coquitlam / Port Moody	10	3.8%
Surrey	8	3.0%
Nanaimo / Mid-Island / Sunshine Coast	6	2.3%
Kamloops /Thompson-Cariboo	5	1.9%
North Vancouver / West Vancouver	5	1.9%
Langley / Fraser Valley	4	1.5%
<b>Total</b>	<b>266</b>	<b>100.0%</b>
<i>Source: 6 – BC Municipality</i>		

## COLLAPSED

	N	%
Lower Mainland	213	80.1%
Vancouver Island and Sunshine Coast	26	9.8%
Interior	27	10.2%
<b>Total</b>	<b>266</b>	<b>100.0%</b>
<i>Source: CC6 – BC Municipality</i>		



## Headcount – BC and Global

Q5. How many full-time employees or equivalents (FTE's) does your company currently employ in BC?

	N	%
Under 2 employees	6	2.3%
2 to 5 employees	16	6.0%
5 to 10 employees	43	16.2%
10 to 25 employees	63	23.7%
25 to 50 employees	52	19.5%
50 to 100 employees	45	16.9%
100 to 250 employees	21	7.9%
250 to 500 employees	8	3.0%
Over 500 employees	12	4.5%
<b>Total</b>	<b>266</b>	<b>100.0%</b>
<i>Source: NV7 – BC Headcount</i>		

### COLLAPSED

	N	%
Under 10 employees	65	24.4%
10 to 25 employees	63	23.7%
25 to 50 employees	52	19.5%
50 to 100 employees	45	16.9%
Over 100 employees	41	15.4%
<b>Total</b>	<b>266</b>	<b>100.0%</b>
<i>Source: CNV7 – BC Headcount</i>		

Sum 30,629 employees  
Mean 115  
Median 25  
Mode 8  
Minimum 1  
Maximum 8,400

Q6. How many people (FTE's) does your organization employ in total globally?

	N	%
Under 2 employees	5	1.9%
2 to 5 employees	14	5.3%
5 to 10 employees	36	13.5%
10 to 25 employees	62	23.3%
25 to 50 employees	49	18.4%
50 to 100 employees	39	14.7%
100 to 250 employees	29	10.9%
250 to 1000 employees	18	6.8%
Over 1000 employees	14	5.3%
<b>Total</b>	<b>266</b>	<b>100.0%</b>
<i>Source: NV7 - Global Headcount</i>		

Sum 605,561 employees  
Mean 2,277  
Median 28  
Mode 8  
Minimum 1  
Maximum 150,000

## COLLAPSED

	N	%
Under 10 employees	55	20.7%
10 to 25 employees	62	23.3%
25 to 50 employees	49	18.4%
50 to 100 employees	39	14.7%
100 to 500 employees	38	14.3%
Over 500 employees	23	8.6%
<b>Total</b>	<b>266</b>	<b>100.0%</b>
<i>Source: CNV7 - Global Headcount</i>		

## Exports

Q7. Do you export products and/or services today from your BC operations?

*Please choose the answer that most closely reflects your current situation.*

	N	%
Yes - We produce products or services in BC which are exported	216	81.2%
No - We do not currently export	25	9.4%
No - We do not currently export, but we do consider our products or services exportable	19	7.1%
No - We produce products or services in BC which are sold in other jurisdictions by our parent organization	5	1.9%
Other, please comment	1	0.4%
<b>Total</b>	<b>266</b>	<b>100.0%</b>
<i>Source: 8 - Export Products or Services</i>		

## Duration in BC

Q8. Approximately how many years has your organization had business operations in BC?

	N	%
Under 2 years	6	2.3%
2 to 5 years	21	7.9%
5 to 10 years	63	23.8%
10 to 15 years	38	14.3%
15 to 20 years	59	22.3%
20 to 30 years	46	17.4%
30 to 40 years	19	7.2%
Over 40 years	13	4.9%
<b>Total</b>	<b>265</b>	<b>100%</b>
<i>Source: C9 - Duration of Operations in BC</i>		

## COLLAPSED

	N	%
Since Great Recession (Post 2008)	57	21.5%
Post-Dotcom Era (2002 to 2008)	56	21.1%
Dotcom Era (1997 to 2001)	69	26.0%
Pre-Dotcom Era (Pre 1997)	83	31.3%
<b>Total</b>	<b>265</b>	<b>100.0%</b>
<i>Source: CC9 – Duration of Operations in BC (by Era of Founding)</i>		

Mean 16 years  
 Median 15  
 Mode 15  
 Minimum 1  
 Maximum 120

## Annual Revenues

Q9. In which of the following ranges does your company's annual revenue fall *(last 12 months)?*

	N	%
Pre-commercial / No revenue	15	5.62%
\$1 - \$99,999	13	4.87%
\$100,000 - \$999,999	43	16.10%
\$1 million - \$4.9 million	76	28.46%
\$5 million - \$9 million	37	13.86%
\$10 million - \$19 million	35	13.11%
\$20 million - \$29 million	10	3.75%
\$30 million - \$49 million	5	1.87%
\$50 million - \$74 million	6	2.25%
\$75 million - \$99 million	4	1.50%
\$100 million - \$199 million	7	2.62%
\$200 million - \$499 million	4	1.50%
\$500 million+	8	3.00%
Other, please specify	4	1.50%
<b>Total</b>	<b>267</b>	<b>100.0%</b>
<i>Source: C10 – Annual Revenue</i>		

**Adjusted**  
 Sum \$4,606,672,203  
 Mean \$17,855,319  
 Median \$3,000,000  
 Mode \$3,000,000  
 Minimum \$0  
 Maximum \$500,000,000

**Unadjusted**  
 Sum \$5,819,100,000  
 Mean \$22,254,651  
 Median \$3,000,000  
 Mode \$3,000,000  
 Minimum \$0  
 Maximum \$500,000,000

## COLLAPSED

	N	%
Pre-Commercial	15	5.8%
Under \$2 million	59	22.8%
\$2 to \$5 million	76	29.3%
\$5 to \$10 million	42	16.2%
\$10 to \$25 million	40	15.4%
Over \$25 million	27	10.4%
<b>Total</b>	<b>259</b>	<b>100.0%</b>
<i>Source: CC10 – Annual Revenue</i>		

## Revenues from Export Markets

Q10. Approximately what percentage of your revenues come from the following markets?

	N	Non-zero Count	Percentage				\$ value (extrapolated)			
			Median	Average	Min	Max	Median	Average	Min	Max
BC	233	134	5	25.0	0	100	\$220,000	\$3,420,656	\$0	\$315,000,000
Alberta	233	96	0	4.2	0	60	\$0	\$620,781	\$0	\$53,270,911
Rest of Canada	233	156	5	11.3	0	90	\$150,000	\$1,720,498	\$0	\$92,000,000
USA	233	165	39	40.0	0	100	\$1,250,000	\$6,488,692	\$0	\$184,000,000
Mexico	233	28	0	0.4	0	10	\$0	\$44,667	\$0	\$2,410,835
Rest of Central and South America	233	4	0	1.4	0	75	\$0	\$203,329	\$0	\$18,750,000
United Kingdom	233	70	0	3.1	0	95	\$0	\$687,472	\$0	\$35,000,000
France	234	5	0	0.9	0	80	\$0	\$381,294	\$0	\$35,000,000
Germany	234	21	0	1.3	0	50	\$0	\$224,789	\$0	\$13,500,000
Israel	233	4	0	0.2	0	25	\$0	\$10,593	\$0	\$1,500,000
Rest of Europe	233	75	0	4.0	0	75	\$0	\$1,158,815	\$0	\$97,500,000
Middle East	233	7	0	1.1	0	100	\$0	\$276,248	\$0	\$23,000,000
Africa	233	14	0	0.5	0	15	\$0	\$133,631	\$0	\$17,500,000
China	233	17	0	1.0	0	50	\$0	\$186,952	\$0	\$21,935,081
India	233	7	0	0.5	0	40	\$0	\$187,562	\$0	\$35,000,000
Rest of Asia	233	18	0	2.6	0	95	\$0	\$690,7569	\$0	\$70,000,000
Australia and New Zealand	233	59	0	1.3	0	27	\$0	\$249,305	\$0	\$23,000,000

*Sources: 12 – Revenue% and D12 – Revenue\$*

## COLLAPSED

	N	Non-zero Count	Percentage				\$ value (extrapolated)			
			Median	Average	Min	Max	Median	Average	Min	Max
BC	233	134	5	25.0	0	100	\$220,000	\$3,420,656	\$0	\$315,000,000
All of Canada	233	5	25	40.5	0	100	\$675,000	\$5,761,935	\$0	\$350,000,000
United States	233	165	39	40.0	0	100	\$1,250,000	\$6,488,692	\$0	\$184,000,000
Europe	233	99	0	9.2	0	95	\$0	\$2,463,963	\$0	\$105,000,000
Rest of the World	233	120	0	8.8	0	100	\$0	\$1,972,452	\$0	\$122,500,000

*Sources: 12 and C12 – Revenue%, D12 and CD12 – Revenue\$ (BC, All of Canada, US, All Europe, Rest of World)*

## NEW VARIABLE

	N	%
Primarily US Markets	106	27.0%
Primarily Domestic Markets (Canadian)	175	40.8%
Primarily International Markets (Non-North American)	174	32.2%
<b>Total</b>		<b>100.0%</b>
<i>Source: CCNV12 - Primary Geographic Markets</i>		

## NEW VARIABLES

Headcount	Revenues per FTE	Exports per FTE
1 to 4 employees	\$ 209,091	\$ 73,466
5 to 9 employees	\$ 183,982	\$ 104,362
10 to 19 employees	\$ 188,281	\$ 96,793
20 to 49 employees	\$ 191,454	\$ 126,636
50 to 99 employees	\$ 179,285	\$ 132,863
100 to 199 employees	\$ 210,036	\$ 157,979
200 to 499 employees	\$ 244,870	\$ 133,129
500 to 999 employees	\$ 303,693	\$ 228,168

## Revenues from Products and Services

Q11. What percentage of the revenues from your BC operations come from the following areas?  
If your organization is still in the pre-revenue stage, what is the breakdown you expect to achieve?

	N	Non-zero Count	Percentage				\$ value (extrapolated)			
			Median	Average	Min	Max	Median	Average	Min	Max
Physical Products (hardware, equipment, components, etc.)	258	106	0	25.8	0	100	\$0	\$4,182,170	\$0	\$148,500,000
Software Products / Services (software licensing, SaaS, etc.)	258	175	22.5	39.2	0	100	\$398,750	\$398,750	\$0	\$322,000,000
Professional Services (custom development, design, implementation, etc.)	258	174	12	31.0	0	100	\$300,000	\$6,876,117	\$0	\$350,000,000
Sources: 13 - Breakdown%, C13 - Breakdown% and D13 - Breakdown\$ (Hardware, Software, Professional Services)										

### COLLAPSED

	N	%
Primarily Hardware	70	28.9%
Primarily Software and Software Services	106	43.8%
Primarily Professional Services	66	27.3
Total		100.0%
Source: NV13 - Hardware, Software or Services		

## Barriers to Exports

Q12. What are the main barriers to your organization increasing exports in the next 24 months?

(Note: Multiple answers permitted)

	N	%
Finding Right/Good/Qualified Talent	72	23%
Investment / Capital / Budgets For Growth / Customer Acquisition	65	21%
Sales / Marketing / Business Development	50	16%
Not Applicable / Don't Export	20	6%
Product Certification / Regulatory Approval	11	3%
Cost of Accessing / Servicing Foreign Markets	9	3%
Competition in Export Markets	8	3%
No Significant Barriers	8	3%
Cost / Availability of Foreign Market Intelligence	6	2%
Lack of Local Market / Local (BC/Canada) Procurement	6	2%
Decline In Oil And Gas / Mining Industries	5	2%
Finding Good / Right Partners	5	2%
Foreign Market Protections / Cross-Border Paperwork	5	2%
High Cost Of Living In BC	5	2%
Bringing Good Talent to Canada	4	1%
Compliance with Foreign Regulations / Taxation	4	1%
Manufacturing Cost Competitiveness	4	1%
CADUSD Exchange Rate	3	1%
Cost of Air Travel / Air Freight	3	1%
Lack of Experience Selling to Foreign Markets	3	1%
Corporate Capacity	2	1%
Global Economic Situation / Economic Downturn	2	1%
Not Enough Government Support for Exports	2	1%
Other	14	4%
<b>Total</b>	<b>207</b>	<b>100.0%</b>
<i>Source: 19 - Barriers to Export</i>		
<i>Note: Multiple answers permitted</i>		

## Programs Used to Access Global Markets

Q13. What federal or provincial programs does your organization use to help you access global markets? If you do not use any programs for foreign market access, is there a particular reason why you do not?

(Note: Multiple answers permitted)

	N	%
None - Don't Use Any Programs	101	46%
None - Not Aware of Any Programs	36	16%
DFATD - Department of Foreign Affairs and Trade Development Canada	29	13%
EDC - Export Development Canada	22	10%
SR+ED - Scientific Research and Experimental Development Tax Credits	22	10%
NRC-IRAP - National Research Council - Industrial Research and Assistance Program	17	8%
BC Trade	14	6%
SDTC - Sustainable Development Technology Canada	6	3%
BDC - Business Development Bank of Canada	4	2%
CTA - Canadian Technology Accelerator (DFATD)	4	2%
WED - Western Economic Diversification	4	2%
CCC - Canadian Commercial Corporation	2	1%
IMDTC - Interactive Digital Media Tax Credits (BC)	2	1%
Local Accelerators	2	1%
MITACS	2	1%
Trade Missions	2	1%
Business Trade Partnerships	1	0%
CCEMC - Climate Change and Emissions Management Corporation	1	0%
EUREKA! Program (NRC)	1	0%
Film and Television Tax Credits (BC)	1	0%
IBA - International Business Activity (BC)	1	0%
ICE -Innovative Clean Energy Fund (BC)	1	0%
Canada Health Infoway	1	0%
SADI - Strategic Aerospace and Defense Initiative	1	0%
None - Not Currently Exporting	16	7%
<b>Total</b>		
<i>Source: 20 - Government Programs</i>		
<i>Note: Multiple answers permitted</i>		



## Potential Interventions to Increase Exports

Q14. What can the BC and federal governments do to help your organization increase the exports of your BC-developed products?

	N	%
Nothing	30	13%
Assist with Market Introductions / Connections	26	12%
Provide Funding / Resources for Export Market Development	26	12%
Ensure Adequate Funding for R+D / Commercialization	25	11%
Encourage Local Market Adoption (BC as a First Market)	18	8%
Improve Access To Growth Capital	15	7%
Improve Immigration for Skilled Foreign Workers	11	5%
Ensure a Good Supply of Talent	10	4%
Educate Industry on Available Programs for Export Development	9	4%
Remove Trade Barriers / Negotiate More Free Trade Agreements	7	3%
Continue To Support / Champion Technology Industry	6	3%
Assist with Market Intelligence	4	2%
Keep Corporate Taxes Low	4	2%
Change PST To VAT (or Revert To HST)	3	1%
Improve Cost of Living / Housing Affordability	3	1%
Acquisition Grants	2	1%
Assist with Upskilling / Training of Skilled Labour	2	1%
Be Proactive	2	1%
Continue Support for Industry-Led Organizations Helping BC Companies	2	1%
Reduce Incentives for Staying Small	2	1%
Other	19	8%
<b>Total</b>		
<i>Source: 21 - Interventions to Increase Exports</i>		
<i>Note: Multiple answers permitted</i>		

## Additional Comments for the PTC

Q15. Do you have any additional comments or concerns about growing revenues and exports in BC that you would like to share with the Premier's Technology Council?

*If so, please provide your comments below. (Note: Multiple answers permitted)*

	N	%
No Additional Comments	17	14%
I Would Like to Share More / How Can I Help?	11	9%
BC Needs to Improve Focus on Innovation Sectors	10	8%
Increase Procurement of BC Technology	9	7%
Find Ways to Improve Housing Affordability in Greater Vancouver	7	6%
Improve Access to Capital	7	6%
Need to Increase Talent Pool (Immigration / Education)	7	6%
R+D Tax Credits / Incentives	5	4%
Assistance with Marketing and Selling to Export Markets	4	3%
BC Universities Not Producing Enough / Right Talent	4	3%
Keep Taxes Low	4	3%
I Would Like to Learn More About PTC	3	2%
Improve Funding for Export Sales	3	2%
Better Market Intelligence for Exporters	2	2%
Other	28	23%
<b>Total</b>	<b>121</b>	<b>100.0%</b>
<i>Source: 23 - Additional Comments to PTC</i>		
<i>Note: Multiple answers permitted</i>		

## Appendix III: Verbatims: Open-Ended Questions

The following tables provide participants' verbatim responses to the open-ended survey questions.

**Note:** Verbatim responses have been edited for readability and for protection of potentially identifiable or competitive information.

### Q12. Barriers to Export

Q12. What are the main barriers to your organization increasing exports in the next 24 months?

(Note: Multiple answers permitted)

Recode	Verbatim
1.Finding Right / Good / Qualified Talent	Additional salespeople
	Labour shortage
	Commercialization expertise on staff
	Cost of skilled workers
	Finding enough talent for our business - both technical and sales.
	Talent acquisition and cost of living for employees
	Access to talent
	Manpower
	Access to skilled labour, primarily web application developers
	Availability of technically skilled people.
	Ability to hire experienced, affordable talent locally
	Funding and Building the Software needed. Finding people to build it.
	Building out our service and sales organization.
	Hiring great staff in Vancouver.
	Difficult finding good talent in BC.
	Main barrier is finding employees. There is a labor shortage and we are forced to hire foreign employees.
	Capital to hire more staff
	Talent
	Access to talent.
	Talent and cash.
	Hiring more qualified sales people and software developers
	Finding great salespeople locally.
	Housing affordability putting massive pressure on attracting and retaining talent.
	Access to a decent pool of tech workers.
	Availability of financing to fund US expansion. Specifically, for marketing and US-based sales people.
	Funding for more staff
	Talent is very limited in BC
	capital and personnel
	Developing technology fast enough (executing on SAAS deliverables), which in turn requires funding and talent. BC has a strong tech community but not enough international experience to tap into from Vancouver to the extent required/desired.
	Ability to hire and retain smart people
	Qualified staffing
	Good people
	Difficulty finding technical staff
	Shortage of skilled IT talent
	Marketing talent and financing
	People with skills we need at wages we can afford. Presently there is a shortage of skilled developers in the intermediate range.

	<p>We get plenty of resumes of people outside of Vancouver who want to move here but once they discover the cost of living turn down our offers or drastically increase their salary expectations that make us uncompetitive.</p> <p>Presently the only thing holding my business from growing 3x in the next 18 months is recruiting people.</p> <p>Lack of skilled engineering resources in Vancouver</p> <p>Finding good sales people to sell more</p> <p>Finding good R&amp;D people to build products faster</p> <p>Staff</p> <p>Finding reasonably priced programming professionals is an ever increasing problem with the cost of living in Vancouver. We have started hiring and staffing in Ontario as the costs are dramatically lower and there is a pool of high tech resources.</p> <p>It is hard to maintain a BC, Canada focused staff when costs are ever increasing in BC.</p> <p>Significant monies to invest in training indigenous peoples and other minorities.</p> <p>Hiring qualified people</p> <p>Difficulty in hiring qualified personnel, especially technical sales.</p> <p>Access to headcount</p> <p>Attracting top sales people</p> <p>Finding good staff</p> <p>Quality / availability of staff</p> <p>Access to talent that will help scale the product as well as market on a global scale.</p> <p>Awareness of BC as centre for established technology companies ( as compared to a tech hub for startups)</p> <p>Sales and Marketing Expertise</p> <p>Money for Sales and Marketing people</p> <p>We need to be able to add skilled foreign workers (i.e. Engineers) to our team faster than currently is achievable.</p> <p>Visa processes for foreign workers</p> <p>Talent. Vancouver housing affordability is BY FAR the greatest impediment to recruiting (and more importantly RETAINING) a talented workforce. The brain drain out of Vancouver is staggering. I don't think policy makers really understand or appreciate the magnitude of the problem. The tech workers left are frankly not very talented and are often ones who couldn't get jobs in other markets like San Francisco.</p> <p>Hiring qualified developers and data scientists and analysts. Currently 13 open positions in BC are unfilled.</p> <p>Bringing to Vancouver office one key executive on a work permit on an urgent basis.</p> <p>Ability to attract software experts in the required domains in competition with large US corporations (e.g. Google, Microsoft, Amazon) is our greatest challenge.</p> <p>Finding the right staff.</p> <p>Cost of goods (human resource costs)</p> <p>Access to capital and ability to hire</p> <p>Hiring strong technical and design staff</p> <p>Competing with outsource companies in countries that can afford to pay far less than we can.</p> <p>Sales and Marketing expertise and financing for the additional Sales and Marketing people</p> <p>Lack of suitable talent. Not enough students in the university choose our disciplines.</p> <p>High cost of low level labour in BC</p> <p>Services Canada. We search for technology development staff worldwide as we want to find the most talented in bleeding edge technology.</p>
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	The minions at Services Canada are a hindrance as they either don't understand what we are doing or they are attempting to put our round requirements into their square holes. It is frustrating to a point we are now seriously considering opening offices outside of Canada for development purposes.
	It is more likely that instead of developing resources in Canada, we will asking our very talented Canadians to help us develop our resources outside of Canada. Right now we are six months behind on a disruptive technology because Services Canada thinks that taking a range of salary offered and averaging the two numbers equals a median. I think they need to take a grade 3 math course to realize that is [not] how a median is calculated.
	Labour
	Labour
	Sales capacity
	R and D resource access and cost
	Securing talent to grow engineering teams to develop new products.
	Lack of access to the right kind of developer/software engineering talent.
	Finding qualified people that will relocate to our area.
	[Our] relevant exports are R&D services. There the main barriers are availability locally of highly technical staff. If we can't find the right talent locally but [can] find it elsewhere our preference is to relocate them in BC. But, the long wait times to achieve immigration causes us to think of other locations (primarily USA - California or Boston, Europe - France or Germany or Asia - India).
	Hiring talented staff
	Finding staff with the right skills
	Growth of sales channels and partners
	Skilled professional and trades recruiting.
2. Investment / Capital / Budgets For Growth / Customer Acquisition	Raising capital.
	Availability of financing
	Investment capital.
	Access to capital
	Capital for market development
	Capital
	Product development takes time and money. Access to more capital can shorten the timeline.
	Access to growth capital
	Marketing capital
	Access to capital for expansion.
	Scale with adequate funding and investments.
	Availability of investment to fund growth.
	There are no avenues for early stage tech co.'s to borrow forcing us to squander equity for Angel investor cash when it's not strategic to do so. Government programs like IRAP and WINFUND are worse than useless as they distract entrepreneurs from the business with the mistaken belief they'll fund development. The impression formed is the funding is earmarked but the agencies charged with distribution like Community Futures are burdened with qualifying criteria which virtually precludes early stage cos from qualifying. Again, we waste our time with what's ultimately a fruitless distraction.
	The 30% provincial tax credit offered to investors seems a better way to fund [company's] like mine. It couples a government backed incentive with the oversight from the private investors.
	Capital
	Obtaining financing to support customer acquisition
	Finding funds to pay for the development of our medical devices to obtain approval and market our medical devices in the human market.

	Acquisition Funding
	Lack of funding and government informational resources.
	Access to capital
	Funding and Building the Software needed.
	Equity funding availability in our sector/location.
	Main barrier is funding to build a prototype of [our product].
	Capital to hire more staff
	Capital
	Access to venture capital.
	Talent and cash.
	Funding for more staff
	Capital and personnel
	Willingness to invest by the parent company.
	Lack of capital.
	Access to capital (financing) here in BC.
	Growth capital
	Access to Capital
	Acquisition funding
	Lack of funding.
	Scarcity of risk capital
	Limited access to capital
	Working capital; financing growth
	Sales and marketing budget
	\$\$\$ for growth. We have a lot of global opportunity but require investment to enter the new markets.
	Generating sufficient exposure into the US market. This requires substantial investment in marketing, which, given our size is difficult to achieve.
	Marketing and Financing
	Cash equity to do so
	Lack of funds for exploring new international markets
	Access to capital
	Scalability, funding, product development funding
	Growth funding
	Lack of financing
	Lack of venture capital
	Access to capital to expand production capacity
	Limitation of marketing funds.
	Investment \$ / Capital
	Insufficient capital
	Access to capital to support the growth of business
	Securing access to risk capital.
	Access to capital to invest in our new initiatives
	Equity funding to help us grow our company.
	Budgets
	Lack of capital
	Funding and working capital
	Working capital financing
	Investment in marketing to the US and international
	Scale up financing for commercial production
3. Sales / Marketing / Business Development	Marketing costs/expertise.
	Sales presence outside of BC that is able to meet with clients and prospects.
	Marketing penetration of our niche product.
	Lack of physical presence at potential customer sites due to limited funds.
	Market demand and technology alternatives
	Raising awareness of [our company] in US markets. We are planning to open a US office in Seattle in 2017.

	We also want to continue doing the work in Canada for American clients to keep the work locally in Vancouver and so US companies can take advantage of the foreign exchange opportunity.
	Marketing
	Regional experts and customer contacts.
	Winning sales
	Finding clients in Europe
	Marketing and reaching these potential prospects.
	Finding clients outside of Canada that require our services
	Finding clients with software development projects that they need completed.
	Sales and marketing
	Marketing - generating leads outside of Canada
	Sales - closing deals which may require on-site meetings
	Getting more of the right marketing and sales efforts.
	Business development - finding US-based customers, specifically in the Pacific NW.
	We find it hard as a small BC company to get noticed in large financial centers like Hong Kong, Dublin and London. These are our current target markets for future sales.
	Increasing our profile in the markets we are looking to increase our exports to.
	Generating marketing and sales momentum in the US.
	Expanding our available markets (obtaining new customers faster) and limited ability to accelerate design-in time at our OEM customers.
	Export sales are increasing each year. To accelerate growth we need to intensify marketing efforts.
	We are currently the main supplier of [our type of product] to a few large OE's. However we could serve many more OE's with this [solution] if we could gain meaningful contacts at the right level with other global manufacturers.
	Executing on sales growth
	Marketing
	Cost of marketing product to US and international markets
	Sales/marketing capacity
	Sales and Marketing support
	Additional salespeople
	Finding enough talent for our business - both technical and sales.
	Hiring more qualified sales people and software developers.
	Finding great salespeople locally.
	Marketing talent.
	Finding good sales people to sell more.
	Marketing and finding good staff.
	Sales and Marketing Expertise.
	Sales and Marketing expertise and financing for the additional Sales and Marketing people.
	Sales capacity
	Marketing and sales resources and size of our company in the US market can work against us. Tends to be a 'buy USA' attitude.
	Internal marketing initiatives
	Marketing capital
	Acceptance of our technology into US and Canadian markets.
	Obtaining financing to support customer acquisition.
	Sales and marketing budget.
	Generating sufficient exposure into the US market. This requires substantial investment in marketing, which, given our size is difficult to achieve.
	Marketing.
	Investment in marketing to the US and international

	<p>Finding professional staff [with] SaaS value-added sales experience worldwide</p> <p>Identifying customers who want our product.</p> <p>Establishing reliable contractual terms with government agencies outside North America.</p> <p>Attracting top sales people.</p> <p>More marketing.</p> <p>Limitation of marketing funds.</p>
<b>5. Product Certification / Regulatory Approval</b>	<p>Securing regulatory certifications.</p> <p>Regulatory certification in various jurisdictions.</p> <p>Finding funds to pay for the development of our medical devices to obtain approval and market our medical devices in the human market.</p> <p>Transport Canada, the speed of approval on STC, CAN TSO on everything is too slow.</p> <p>Completion of clinical trials and approvals to market</p> <p>Health software certification</p> <p>Medical device regulatory approval</p> <p>Filing IND and conduct Phase I study is on the calendar for next 24 months</p> <p>Medical devices R&amp;D and subsequent commercialization is a very long term process subjected to many regulations, i.e. all barriers are not within our control.</p> <p>Product certification for hazardous environments</p> <p>Product readiness for other statutory regulations</p>
<b>6. Cost of accessing / servicing foreign markets</b>	<p>Cost of accessing and servicing overseas markets</p> <p>Smaller markets requiring expensive support strategies</p> <p>cost of marketing product to US and international markets</p> <p>International business experience and cultural / linguistic challenges. We are trying to grow in countries we can serve and this presents challenges with international offices, laws, and cultural uncertainties.</p> <p>Banking - unable to margin on international sales unless paying very high A/R and contract repudiation insurance costs.</p> <p>Not having a physical presence in Europe - Europe prefers to deal with 'their own'.</p> <p>Marketing is expensive with a LONG sales cycle.</p> <p>High cost of reaching and supporting a global market (product translation, multi-lingual support services, localized marketing).</p> <p>Localization in multiple languages, changing technology use - shift from desktop/laptop computing to mobile and tablet</p>
<b>7. Competition In Export Markets</b>	<p>Increased competition</p> <p>The new players entering our markets.</p> <p>A lot of competition from overseas individuals who work from their home and can offer a lower rate than a company based organization located in Canada.</p> <p>Competition from aboard</p> <p>Competition</p> <p>US-based competition willing to reduce prices and defend its market position</p> <p>Competition from larger companies in the US with more financial resources to invest in product/feature development.</p>
<b>8. Nothing / No Significant Barriers</b>	<p>None</p> <p>No specific barriers - we need to complete our technology development</p> <p>No barriers - expect 15% annual growth</p> <p>No barriers - just need to find more customers. We sell licensing agreements and have about 30 customers and generally get around 5 new customers each year.</p> <p>No barriers</p>



	Can compete with US pricing in the US. Can work in the US. We are fine with this as there is enough business here in Canada for us. However, we do provide services and products to many companies that export to the US and other countries.
	Our service is providing internet connectivity within BC, it's not suitable for export.
	Not applicable.
	None, we don't export. We import.
	We are a BC Company primarily focused on BC Public Sector clients. We have no intentions (in the near future) to export our services outside BC.
	Mainly servicing last mile for homes and businesses, which at this point works well locally. Selling computers locally does not make it exportable.
	None, we anticipate exports.
	BC is an open and forward thinking environment for exports. We do not export our services. We are more likely importing expertise from the US to build services in BC.
	We don't export - we are a [telecommunications] service provider, supplying these services over our own private fiber optic network.
	None. The business is focused on regional markets right now.
	Not in that business. We support small business in our area.
	We do not export.
	We do not export our products or services
<b>9. Cost/availability Of Foreign Market Intelligence</b>	Knowledge of the local markets, identification of the similar industries and trends where we have had success. Lower cost solutions for very cost sensitive markets and qualified overseas sales and support staff
	Market information
	Market knowledge
	Gaining market knowledge expensive but no funding / support
<b>10. Lack of Local Market / Local Procurement (BC/Canada)</b>	Lack of government support to ensure that BC engineering and equipment companies win close-to-home projects like LNG. We see zero will from the BC government to make this happen.
	Proving out new products also limits growth. These products are needed internationally, but are best proven closer to home (i.e. BC).
	BC's water industry regulations are out of date and not aligned with the USA, China, Australia, etc.. So, we lack a domestic market.
	Concerned that we do not do much business with BC and Canadian Government
	Not enough local markets to support beta and development stages.
<b>11. Decline In Natural Resources Sectors</b>	Low demand for our type of geological services; scarcity of risk capital
	Oil prices
	Downturn in the global mining industry
	Negative effect of oil price decline on customer/prospect operating budgets.
	The price of crude oil is having an impact on our product sales in the United States where the oil and gas market is our largest market.
	The slow rate of decision-making and adoption of new technologies in the Middle East is a huge barrier to our ability to sell there. The corruption in some OPEC countries prevents us from doing business in those countries.
	Decline in Oil & Gas space
<b>12. Finding Good/right Partners</b>	Downturn in the global mining industry
	Access to capital and ability to hire - and especially partner - with government.
	We have been looking for a reseller who can bring our software into South America market. It seems very difficult to find one with trust to work together.
	Getting exposure to more potential business partners
	Finding appropriate partners in Europe
	Cross border paper work, difficulty finding technical staff

<b>13. Foreign Market Protections / Cross-border Paperwork</b>	Preference for purchasing products made in the specific country over foreign products (ours). Governments and government contractors often must comply with regulations forbidding dealing with foreign suppliers (us). Because we are private (no investors) and Canadian we are not included in industry analyst research done in the USA (where our main market exists) and therefore do not appear in vendor reports referred to by buyers when they are making purchasing decisions.
	Import taxation policies in Brazil. Restrictions on providing professional services by Canadian citizens in the UK - good to have a free trade deal with the European Union.
	Preference for purchasing products made in the specific country over foreign products (ours). Governments and government contractors often must comply with regulations forbidding dealing with foreign suppliers (us).
	Foreign regulation/protectionism.
	Marketing and sales resources and size of our company in the US market can work against us. Tends to be a 'buy USA' attitude.
<b>14. High Cost of Living in BC</b>	We get plenty of resumes of people outside of Vancouver who want to move here but once they discover the cost of living turn down our offers or drastically increase their salary expectations that make us uncompetitive.
	Talent acquisition and cost of living for employees.
	Housing affordability putting massive pressure on attracting and retaining talent.
	Finding reasonably priced programming professionals is an ever increasing problem with the cost of living in Vancouver. We have started hiring and staffing in Ontario as the costs are dramatically lower and there is a pool of high tech resources.
	Cost of living for employees
	Housing affordability putting massive pressure on attracting and retaining talent.
<b>15. Bringing Good Talent To Canada</b>	high cost of real estate and living for employees
	We need to be able to add skilled foreign workers (i.e. Engineers) to our team faster than currently is achievable.
	Visa processes for foreign workers
	Talent. Vancouver housing affordability is BY FAR the greatest impediment to recruiting (and more importantly RETAINING) a talented workforce. The brain drain out of Vancouver is staggering. I don't think policy makers really understand or appreciate the magnitude of the problem. The tech workers left are frankly not very talented and are often ones who couldn't get jobs in other markets like San Francisco.
	Hiring qualified developers and data scientists & analysts. Currently 13 open positions in BC are unfilled.
	Bringing into Vancouver office one key executive on a work permit on an urgent basis.
<b>16. Compliance With Foreign Regulations / Taxation</b>	Tax and legal requirements in US States.
	US Regulations and taxation schemes
	Handling international regulations (privacy), international sales tax compliance
	Tax treaties for royalties in Europe.
<b>17. Manufacturing Cost Competitiveness</b>	Keeping our labour cost competitive with overseas competitors
	Real Estate prices in BC much higher than those where our competitors do business from.
	Manufacturing cost competitiveness.
<b>18. CAD:USD Exchange Rate</b>	As USD gets stronger the competition in Canada for US market becomes competitive.
	Canadian Dollar price against the US Dollar
	debauched Canadian \$

19. Cost of Air Travel / Air Freight	Cost and difficulty in travel. Not enough carriers / competition. Expensive and inconvenient flights to Europe from YVR. Air freight and shipping rates from Vancouver.
20. Lack of Experience Selling To Foreign Markets	International business experience and cultural / linguistic challenges. We are trying to grow in countries we can serve and this presents challenges with international offices, laws, and cultural uncertainties. Finding professional staff [with] SaaS value-added sales experience worldwide BC has a strong tech community but not enough international experience to tap into from Vancouver to the extent required/desired.
21. Corporate Capacity	My time; more marketing. Capacity. We're very busy delivering for clients in the markets we currently serve
22. Global Economic Situation / Economic Downturn	The economies in the various international markets. Global economic cycle
23. Not Enough Government Support for Exports	No help from governments – just taxes and taxes Not enough government support as grants.
24. Other	Software The Government of Canada has been our biggest competitor!!!!!!! Price differential between Petrol and natural gas. Our industry maturing Poor storage at Port of Vancouver. Truck strikes at the Container port in Vancouver in the past have been problematic. Political support for renewable energy policy Government Aerospace business Security of tax credits for the film and TV industry vis-a-vis Ontario and Quebec in particular. Ability to attract software experts in the required domains in competition with large US corporations (e.g. Google, Microsoft, and Amazon) is our greatest challenge. Mostly our distribution agreements prohibit export outside our market area for the products we sell. And the services we provide are aimed at our local markets. Pre revenue - still developing products. Expensive and inconvenient flights to Europe from YVR. No apparent understanding or interest from the provincial government regarding our type of product, or the solar energy industry (which is the market into which we sell our products). IP protection when selling software systems into Asia.

## Q13. Export Programs Utilized

*Q13. What federal or provincial programs does your organization use to help you access global markets? If you do not use any programs for foreign market access, is there a particular reason why you do not?*

Note: Verbatims below only reflect three answers, specifically pertaining to those respondents who do not use any programs. Responses that named specific programs used (ie. EDC, BDC, BC Trade, etc.) were coded accordingly to those corresponding programs.

Recode	Verbatim
None - Don't Use Any Programs	Our current products are patented and licensed. All our marketing and sale to global markets is done thru the parent US company

Cost of the funds and paperwork to get funding
Currently we don't use the programs, as we are adequately capable to do so owing to our years in operations and global branding. Our model is B>B>C so we deal with businesses and cities to sell our services.
Have not look into it.
Have not looked into what programs are available
Have not yet accessed global markets but plan to in the next year.
I am not using any programs. Reasons: <ul style="list-style-type: none"> <li>• intel from other entrepreneurs suggests limited value</li> <li>• onerous processes for qualification</li> <li>• confusing information on line buried in big websites</li> <li>• ultimately, very low confidence effort invested in research will yield a result.</li> </ul>
I have never found a program that fits me.
I'm not in need of access opportunities. I'm in need of people to service the opportunities present in front of me.
None. We drive our own business globally. Efficiency and ROI have been the limiting factors in govt services we have engaged with.
Most that I have seen are geared towards BRIC countries, which we have not had much success selling into. It would be great to see export programs geared towards Europe and the US.
No
No need
No suitable programs available in Life Sciences.
None - we don't export
None - we tried the Trade commission but they were useless. They just pushed us from department to department. No one understood our industry and was prepared to help us.
None. Not aware of any that can help us.
None at present. Have had chats with EDC in the past
None at this time
None because most government agencies are a hindrance and are incapable of providing assistance.
None currently
None that I know of, but that's not my area of expertise.
None that I'm aware of.
None that we are aware of.
None to access global. Have not found any program that we can use efficiently to access foreign markets.
None yet. Will take advantage of programs from EDC when we launch in Europe next year.
None. We have strong global partners lined up
None, but we do apply for SRED grants
None.
None. Have not found any of value (most are too bureaucratic, or provide little benefit for the cost)
None. None seem to fit. Alternatively, perhaps there are one or more programs that would fit and we are unaware of them.
None. They do not work for biotech. Neither the BC government nor the federal government understand life sciences. Shame as it is amongst the biggest and cleanest in the world if industry.
None. They seem to be geared toward exporting raw materials, importing cheap tech talent. They are also mainly geared toward larger organizations.
None. Unaware of any.
None. We are focused on the BC Market.
None. We are unaware of any programs that could benefit us.

	None. With a limited number of large customers the company has not accessed assistance in the past. With a changing technology and product landscape this will likely change in the future.
	None. Would like to take advantage of some programs.
	None. Overhead in time and effort to dealing with government paper work and lack of depth in understanding our market niche let alone our technology and value proposition.
	None. Found we get more productivity doing our own marketing.
	None. Government services are all about exporting physical products. Internet-based services are not exported in that traditional sense.
	None. I am not entirely familiar with programs available to assist
	None. No.
	None. Not aware of options.
	None. We are not aware of any that could be helpful
	Not using federal or provincial programs currently. Have not investigated available programs to assist private enterprise at this time.
	Programs have not been suitable and we do not qualify for others.
	The only programs I have explored were useless to me. I do not need a high interest loan for example.
	The programs are too cumbersome and do not cover the cost of Sales and Marketing people
	There are no such programs.
	We always seem to fall outside the scope for assistance
	We aren't currently using any programs to access global markets.
	We do not use any program from federal or provincial governments, as I am not aware of any that would actually gain us access to new customers in the field of heavy machinery or trucks. However I would be keen to use such program(s) if they exist.
	If such programs exist, please email me on this. [Name Withheld]
	We don't need any. With the internet global marketing does not require assistant from governments for software companies
	We don't use any at this time. Lead times are too long for digital media/internet business
	Business opportunities evolve quickly and don't easily fit into government funding requirements
	We don't use any programs as I do not know how to access them.
	We don't use any programs currently. In the past we have been dissuaded by the lack of accountability and tangible results
	We don't use any programs.
	We don't plan to increase our exports - but will do so opportunistically.
	Our foreign work is very small and based mostly on historical relationships.
	We got some advice on setting up our Australian office. Most programs that we have looked at do not fit our model.
	We have not used programs to access markets. Our potential customer group is relatively small and known. Meet through a limited number of specific international trade shows.
	We have tried using government resources overseas through Canadian embassy without much success. I will be interested in knowing more about these programs and resources.
	We have used the Federal programs a little bit, but they are much too high level to be of any real help, it actually wastes time to use them. Their data' is too high level for our industry requirements as well.
	We haven't seen major problems yet.
	We probably should, but currently aren't using any programs.
	We recently qualified for the BCISI student sponsorship program to help us develop our web presence, SEO, marketing, etc. Otherwise, we don't use any government programs to access global markets.
	We sell online to inbound leads.

	None. All of the accesses points of capital will not fund innovation without collateral and personal guarantees. Also, the dollars of support are inadequate for the effort.
	Zero
2. None - Not Aware of Any Programs	100% online digital market
	Are there any?
	Currently not aware of available programs
	Do not know what programs exist and if they would be applicable for our organization
	Don't know of any
	Have read about trade missions but can't afford to go on one.
	Not aware of other specific programs.
	I do not know of any programs that exist to help grow into US markets. We do have a product that is used by several crown corps here in BC as well as across the country and federally. Getting access to the right individual could substantially assist in our growth and benefit the province.
	We provide software to Bombardier in the UK, but we have no contact with Bombardier beyond this one plant (which makes subway trains for London). Again a program that provides a chance to gain meaningful contact on the train manufacturing business could significantly boost our exports, as we have the proven product and so little or no technical risk.
	I do not use them other than for introductions because they do not know my space, cannot provide me with access to markets or capital and so are not helpful....also people at these organizations generally lack experience or tools to assist with my unique needs that involve regulatory challenges in these different markets.
	Gov't programs are a waste of our time- always have been and so we will no longer bother with applications. We will however, ask about prospective distribution partners in case there are important insights as to trustworthiness and business legitimacy etc.
	I don't know of any I would be eligible for - will not borrow money.
	I don't know which programs those are.
	I have been unaware of any programs for promoting our services successfully.
	I met with the Canadian Consulate in Seattle in February.
	I am not aware of all the programs, so have some learning to do.
	I'm not aware of any such programs that would help us.
	Lack of information or clear understanding of accessing the resources.
	No. Not aware of any.
	None. Not aware of any that can help us.
	None that we are aware of.
	None yet. Interested in FBDB or Export Development Bank but have not consistently had to extend trade terms yet, likely will need to in the future.
	None. Lack of awareness of services.
	None. None seem to fit. Alternatively, perhaps there are one or more programs that would fit and we are unaware of them.
	None. Unaware of any.
	None. We are unaware of any programs that could benefit us.
	None. EDC needs to broaden lending criteria to help SMB increase exports.
	None. Not aware of options.
	None. Not aware of them.
	None. We are not aware of any that could be helpful
	Not aware of any.
	Not familiar with such programs that will be applicable in our case. As professional services, programs such as IRAP and NSERC and SHR&D do not typically apply to us
	Not yet. Don't know what's available.

	Our parent provides us with the needed access to market for products
	They are not targeted. They are too general to be useful.
	Unaware of any government programs
	use no programs, not aware of what is available
	We are not aware of foreign market access programs that are available by the provincial government in the broadband service provider's space.
	We are unaware of international assistance programs other than one from IRAP.
	We aren't very aware of anything available for this
	We don't know of any program which truly supports small and medium size enterprises to access global markets.
	Help provide key contacts in our markets. Grants to hire someone to explore and sell to those markets.
	We don't use any. Hasn't been necessary in the past since we're well connected to our global industry.
3. None - Not Currently Exporting	Capacity. We are focusing on local markets and our capacity supports that with little actionable time for foreign markets. We KNOW our products and services have value as an export and want to pursue this.
	Do not do enough export business to set it up as a line of business. So we do not put much time into the work flow or processes to manage these customers.
	Don't use any - we only work within Canada
	Not Applicable
	Our target market is currently in Canada
	Pre-commercial
	Too early
	We are a domestic organization
	We do not (yet) export, (but if we did then we would look to BC for help as BC is very proactive and supportive of exports from what we can see)
	We do not access markets outside of Canada
	We do not export.
	We do not. Exporting our products and services are not really relevant to what we do and not a focus for us.

## Q14. Interventions for Increasing Exports

Q14. What can the BC and federal governments do to help your organization increase the exports of your BC-developed products?

Recode	Verbatim
1. Nothing	Nothing it would seem
	NA
	None that I can think of
	We are thinking about this. No ideas yet.
	We do not develop products in BC.
	Not a lot.
	Nothing, we are content to do what we are doing. We continue to grow and provide jobs for local BC people. We believe that is important.
	Too many companies want to outsource their work to cheap labour in other countries which in the long run makes us all poorer. As far as exporting our products and services to other countries, that may be something we look at down the road.
	Not sure
	Unfortunately nothing.
	None.
	N/A
	No comments. Government is already doing great job with this.

	Nothing
	Probably not much.
	Not really applicable for software.
	Stay out of the way.
	None
	Nothing - just get out of the way and lower our taxes with the savings
	We have not targeted international markets for this part of our business yet. It would help to understand what services exist today.
	N/A
	Don't know
	Nothing.
	N/A, we don't produce a product for export.
	We do not export.
	Nothing to export other than our services which can be provided over the internet
2. Assist with Market Introductions / Connections	Support us in bringing in industry experts from around the world to talk about these markets and opportunities.
	Help with visibility of our products and technology.
	Train more sales people. There is some college training on marketing where people can create videos, advertising and content but there is very little emphasis on professional selling, person to person. These people are paid well but most people don't consider sales because of stereotypes of used car sales people which professional sales people are not.
	Access capital. Connections/business development.
	We could [use]government assistance in tapping in the US market, in particular west coast (Seattle, Portland, San Fran)
	Help provide key contacts in our markets. Grants to hire someone to explore and sell to those markets.
	Tradeshow booth sharing
	More focus on trade missions and commercial support into solar cell manufacturing markets: China, Taiwan, Germany, France, and Malaysia in particular.
	Follow through on helping individual companies instead of dropping the ball. Create/host marketing events in US cities organized and funded by the trade department/diplomatic service where prospective buyers are invited to meet reps of Canadian companies (sometimes called a travelling road show).
	Help us connect with potential customers.
	Increase awareness of our technology solutions to global organizations by organizing trade events to attract international buyers
	I'm not sure that there's any more specific that they can be doing in overseas markets but perhaps more in terms of introductions under 'Buy Canadian' or 'Buy BC' programs with overseas companies that are coming to Canada to look at investment opportunities e.g. in natural resource sectors.
	Train the trade commission better. Organize better junkets to other countries. Focus on other areas. No one ever talks about software trade junkets anywhere. Or if they do, we never hear about them. We have no idea what other services you might provide because everyone we talk to knows zero about financial services in other countries.
	Better align with trade commissioners to have BC specific support in target markets.
	Subsidize missions to major markets.
	Health trade show
	Include our company on any trade missions that are relevant to our product. When delegations come to BC invite us to make a presentation or bring the delegation by our factory.
	Help to raise awareness of Annex to US clients, especially those that are geographically close like Seattle. Vancouver hourly rates are lower than



	Seattle, but also there is the current 25% foreign exchange opportunity. So we can provide great value to Seattle-based companies.
	Access to funds for smaller companies is the biggest barrier for growth especially in technology. Lower Canadian dollar helps. Our global Trade Offices should be connected with companies that need help open doors in their jurisdictions.
	provide government sponsored events/venues to assist in showcasing our products to international clients we have identified and connected with
	Invite us to some Foreign Trade meetings involving Life Science companies.
	Trade show support
	Continue trade commissioners program, missions for trade, support the C100 program in SFO
	Get us sales leads. As a contract manufacturer, we are not developing our own products. The help we require is to gain access to US-based customers.
	Expand Trade commissioner, EDC and CCC services.
	introductions to overseas investors, customers, sales people
	Provide a forum or means of gaining meaningful contacts with manufacturers of heavy equipment, highway trucks and trains, in the rest of Canada and internationally.
	Export trade events bringing in outside opportunities to BC or trade events that we can attend to promote our products to other nations
	Introduce the company to potential suppliers and customers
	Assist in training of skilled labour
<b>3. Provide Funding / Resources for Export Market Development</b>	Provide additional financial/informational resources for marketing and sales professionals. Customer acquisition is the biggest risk for any business. The majority of support we currently receive involves subsidizing developer cost and getting our MVP to early customers.
	Money to hire resources. Provide ways to network with other software developers. Provide mentors that have been successful in building & marketing software.
	Capital
	Better support (financial) programs for genuine R&D, and foreign marketing / channel support (e.g. - trade shows and conferences, foreign office / distribution. )
	better program to assist with international marketing costs
	Offer Grants
	Help. Right now you do nothing for businesses that are small, except where they become good for Government PR - such as Hoot Suite etc.
	Subsidizing part of the costs to attend trade shows (booth costs and attendee fees only).
	Increase the funding of programs designed to help us export our businesses to other foreign markets. Showcase our studio more when clients are coming to town. We have not had any tours or meetings with potential Asian or European clients' setup by the trade board for over 2 years now.
	Continue funding of research and development projects to differentiate our offering
	If we want to create jobs here, we must find ways to compete and promote local products worldwide. Governments could play a greater investment role to ensure companies like mine can compete against those entities that are subsidized in other countries or have major VCs behind them.
	Some ideas would be to invest in SMEs further with tax credits so that we can invest in growing the staff and market share (while being able to afford to perform constant R&D), greater training incentives for developing new talent from within the province and using local products in the government, as well.
	Support us with international marketing funds... which may be staff... as the world is now so connected, singular trade missions make very little sense with technology (i.e. Skype) we can present and sell our services anywhere, from Vancouver... what is key is global time zone coverage... we are building out

	a 24/5 shop so we can run as though we have global offices...supporting this effort would be a big help..
	Most federal projects have evolved to loans (i.e. WINN) where an onerous process is undertaken for financial support and then, upon success, royalty payback. Rigor on our qualifications should be enough to then divert the time and resources in the application, monitoring, and reporting processes to grant money to firms like ours. We need timely cash flow support to build technology and markets. Our only viable alternatives today is boot-strapped, bank lending, or re-invested profits. This is what we do but as discussed the window of opportunity closes fast.
	Provide grants for product language translation/ localization. Provide subsidies for hiring multi-lingual support reps (US Spanish, Global French, not just CA French).
	Funding marketing personnel and offices in the Silicon Valley
	Grant
	The WINN program is a good idea. It would be nice to see an expansion of it.
	Continue the PNP program. Give grant/loan incentives to decrease new market risks.
	Develop a program like SRED program that helps to fund the salaries of sales and marketing people
	Provide access to sales resources in export markets to boost the knowledge of our products.
	Help reduce the risks/costs associated with US/global expansion through tax credits. Reward organization's that take the risk to grow their business outside of BC/Canada.
	Make export financing readily available. Could support the costs of export market development such participation at foreign trade shows or demonstrations in foreign countries.
	More programs for Europe and American markets.
	Funding assistance for business development activities into key markets. Establishment of free trade agreements.
	Provide funding and useful informational resources.
	Facilitate foreign travel for senior small BC Company executives Make going to trade shows easier Make hiring and employing staff cheaper for the company. Make investment in BC companies more attractive to BC residents. EBC's suffer due to the major barrier caused by the non-eligibility of EBC's for inclusion in RRSP portfolios Find a way to measure the value of research and developmental companies with no income or sales to make them more attractive as investments to the BC financial and investment community.
	We could government assistance in tapping in the US market, in particular west coast (Seattle, Portland, San Fran)
	Additional funds for sales and marketing efforts overseas. IRAP has been very helpful. We turned a \$30K grant into more than \$1M in sales in Australia/New Zealand in one year. Unfortunately the IBMD budget is really small. We would go after more markets if there was more support like IBMD.
	Provide direct investments in companies with products/services for international markets Provide low interest loans or loan guarantees for companies developing export products Create a favourable tax regime - e.g. tax credits for R & D on products for international markets Provide assistance with international sales and marketing
	Funding support for small business export
<b>4. Ensure Adequate Funding for R&amp;D / Commercialization</b>	Funding support for small business export Enhance SRED treatment for small companies. Increased provincial support for our research and development. Currently federal IRAP support is very helpful.

	Creating investment capital to de risk technology development
	Expand eligibility for SRED refundable credits
	SRED and other programs are difficult to work with
	R&D incentives to support/promote innovation and new technology development. Incentives/programs to help with capital expenditures.
	KEEP SR&ED rules intact and funded!
	Increase the number of BC technology graduates.
	Nothing in particular excepting supporting our product development for years
	Make IRAP transparent and fair, or get rid of it.
	Pay SRED quarterly.
	Stop spending \$\$\$ on other things.
	Provide research grant to companies to help develop additional new products
	provide mechanisms of non-dilutive financing to increase staffing for companies with revenues under a certain threshold
	Fix the SR&ED program, so it supports research related to patient psychology.
	Improve tax credits for performing R&D in BC
	Help us fund the development of our medical devices so that we can market them for humans.
	Additional funds/credits for product innovation & development. WINN would have been helpful but we did not get approved (with no explanation why). SDTC would have really helped drive our exports; however, we were declined at the very end as software was seen as only an enabling technology. Very disappointing, especially after spending so much time and money (more than \$50K) on the long and painful process.
	Provide investment in early stage companies (from EDC or BDC) to allow us to make the leap from development to full scale commercialization.
	SRED Grants
	Fund development
	Provide more funding or provincial SRED-like program
	Provide programs to support companies that evolve beyond R&D stage, if possible. Provide programs focused on a specific industry where Canadian expertise may be unique/rich (e.g., oil and gas) and/or in specific U.S. locations with a high concentration of industry-specific companies that are synergistic with Canadian solutions and expertise. (e.g., Houston)
	Continue IRAP, SRED. Support MITACS.
	Continue to fund product development and be a resource us to connect us with markets outside of Canada.
	More development grants and matching programs
	Continued support of R&D efforts through programs like SR&ED
	Increase funding to programs like SDTC or BC ICE Fund to help bridge companies through late stage commercialization and into revenue. Once the company is in revenue, governments need to offer less restrictive working capital financing. Our experience with EDC has been poor, i.e. slow and risk adverse.
<b>5. Encourage Local Market Adoption (BC as First Market)</b>	Help us have referenceable projects in BC and Canada.
	Provide investment capital for growth
	Be a good local customer and act as a customer reference to other buyers. Help with TCO analysis. Academic paper to support company product claims. Extend SRED and IRAP programs to cover commercialization expertise.
	Use our products and service. To show other govt groups they can use them as well.
	Ensure a healthy domestic market to test new markets. In Cleantech, this means aligning regulations with our two largest trading partners (USA and China). Both China and USA are far ahead of Canada in water regulations. China recently accelerated ahead of Canada.

	<p>I think helping with business development locally would be a huge help. I think there is a lot of barrier and resistance to new ideas within BC compared to doing business in the US. If we can get past the red tape I think it will be beneficial to the entire business eco system. We would like to see more sales in BC</p> <p>Provide local applications to assist in product development</p> <p>In software, instead of investing in giants like IBM, perhaps looking at alternatives and perhaps using software developed locally to serve as examples to help expand not only the regional, provincial economies but growth of our exports.</p> <p>Support top tech companies but buying BC/Canadian rather than endlessly supporting Microsoft and having only the largest players such as Bell, Telus, HP being awarded such massive long term government contracts.</p> <p>The best way for BC technology companies to compete internationally is to have the support and references of their own government. Give BC tech a chance to perform for you, you will be pleasantly surprised at the quality!</p> <p>Support their use in Canada and BC.</p> <p>Buy our products/service, promote us to Canadian businesses</p> <p>If BC and Canadian Govt. would buy and use my products they could make excellent references to the export opportunities.</p> <p>Increase Investment \$</p> <p>Increase the sales of our organization inside of BC in the Health and Education Sectors.</p> <p>Enable and/or accelerate the adoption of innovative new water treatment technologies in the mining sector in BC - this would allow us to bring new products to market faster, lowers development costs for small companies, and reduces commercial risks both for our company and potential early adopters abroad- once products are proven in the local market with reference installations in BC then they are much easier to export abroad.</p> <p>Be our local customers first. Need to have a stronger push to buy from local businesses.</p> <p>Help create a cluster effect in technology. Grants, local projects, be early adopters etc. We don't have enough med size companies to carry the momentum thru.</p> <p>Focus on Canadian products for Canadian projects!</p> <p>Amend local geothermal tenure legislation to encourage domestic development and attendant skill enhancement</p> <p>Create better market for renewable energy in Canada, allowing for further development of technology and products.</p> <p>Support renewable energy policy</p> <p>Continue carbon tax</p> <p>Help with access to internal markets (like Israel does) to help develop some critical mass and some financial strength (instead we are told by politicians and insiders to 'go outside Canada because Canada does not adopt innovations'...how can we sell legitimacy abroad when our own Govt does not support our technology or products?</p> <p>Help with visibility of our products and technology.</p> <p>Use our internal people, resources, captive markets to develop our technology, to help us reduce our COGS to be competitive....we in innovation are being eaten alive in global markets because we lack critical mass in home markets and our technology is being stolen abroad. It is so bad that I am advising new and young entrepreneurs to avoid any medical innovation businesses in Canada</p>
<b>6. Improve Access to Growth Capital</b>	<p>Help with better access to growth capital. The home grown market for growth capital is very small, so incentives to increase the availability of growth capital would be helpful.</p> <p>Help smaller start-ups find matching investment funds.</p> <p>Provide funding grants</p> <p>Better access to funding</p>

	Gain access to foreign investment dollars possibly. Connect us to the right people in other countries
	Access to development capital
	Policies that encourage capital formation for investing into growing businesses.
	Provide government backed access to current year SR&ED funds; change PST treatment to same as GST (inputs refunded).
	Financial assistance to grow and or acquire other companies
	Access capital.
	Provide investment capital for growth
	Set up a VC fund as a sidecar fund to invest in BC companies. For every \$ raised elsewhere the Gov't matches the investment with a \$ investment. Implement a program to help fund Commercialization through a tax credit similar to SRED, but focused on Sales and Marketing people and efforts thus helping drive commercialization.
	Help with access to investment capital, working capital etc. to support growth.
<b>7. Improve Immigration For Skilled Foreign Workers</b>	Lower barriers to skilled worker immigration.
	Address the issues and challenges with immigration and allowing us to quickly and efficiently admit workers to the country.
	Better immigration/ work permitting process. We need workers that we have recruited from USA and Europe to help expedite product development.
	Help provide more skilled technology workers, or make it easier for us to import this talent. Also, continue to support programs like SR&ED, IRAP and the Trade Commissioner service.
	Continue supporting our technology development effort so that we can maintain our global leadership.
	With people talent in short supply, we need to be able to recruit people talent from the Global Market. The Canadian Government and the BC Government doesn't appear to understand this fact.
	Make it easier to bring people to BC – we don't have enough talented people in Tech. We have to import talent but the visa and paperwork processes are too onerous.
	Makes more sense to hire these people in other countries - and send money / tax dollars overseas.
	Create a separate class of immigrants for highly skilled foreign workers to allow quick entry for this type of person without the ridiculous restrictions enforced in the current program. PhD physics researchers and world class computer scientists should not be lumped in the same category as nannies and restaurant workers.
	Give local employers who experiment with temporary skilled workers a tax break so that they are incented to try.
	Fix the TFW units so that companies such as ours are actually able to hire talented in demand staff without having to make them wait months.
	Facilitate increased pool of developers and data scientists and analysts to permit companies like ours.
	Better international co-op intern mobility
	Smooth high skilled labor immigration
	Executive and special technical skill tax incentives
	Increase the tax incentives for R&D using non-Canadian consulting support.
	Make it easier to bring high-tech workers into Canada
<b>8. Ensure there is a Good Supply of Talent</b>	Exports will happen naturally. Stop worrying about what you need to do to help companies export. Once companies grow they will find more markets and export by default. Focus on making the Universities great.
	Help fund local user groups. There are a whole set of technology user groups run by volunteers in all cities. Perhaps look into if they can get space to meet as well as some small funding - perhaps just space. This could be mandated through educational institutions.
	Anything to build the local tech industry, so that we can grow the talent pool.

	<p>More graduates with business and technology background.</p> <p>More trained people we can hire</p> <p>Continue to ensure a good supply of talent. This will become very difficult as young people are shut out of the housing market.</p> <p>Student sponsorships, marketing Vancouver as a tech hub to attract talent</p> <p>Invest heavily in educational programs to bring young people into the workforce as software engineers. Especially young women!</p> <p>Fund education better at all levels. Provide more opportunity to get BC kids choosing the right path and let industry be the ones to set the priority directly.</p> <p>Provide options to attract or retain employees from leaving Canada.</p> <p>Train more sales people.</p> <p>There is some college training on marketing where people can create videos, advertising and content but there is very little emphasis on professional selling, person to person. These people are paid well but most people don't consider sales because of stereotypes of used car sales people which professional sales people are not.</p>
9. Educate Industry on Available Programs for Export Development	<p>Promote the programs that available to small businesses. Maybe via local offices like Venture Kamloops, local BDC branch, recruitment offices. Our MP sends out a regular newsletter that I subscribe to. Maybe ask MP's to include links to these resources a few times per year.</p> <p>I have very limited information about what governments can do to help us increase the exports of our products in BC. It would be very helpful to see what options out there first.</p> <p>Better awareness of available programs</p> <p>Further our understanding of the programs you have available and make the application processes for these as simple as possible.</p> <p>Provide material on how to reach these organizations. Offer incentive programs to have a dedicated campaign focus specifically on increasing exporting of our services.</p> <p>I don't know enough about the export programs that may help [us]. I need to meet with the government export people to find out about the current programs.</p> <p>Make us more aware of what services/incentives are available.</p> <p>Currently using partnerships and internal resources to expand global reach for our software product.</p> <p>Not certain as to availability of programs which could assist us in our global reach.</p> <p>Get the information about existing programs into the hands of the decision makers at SME organizations and simplify the application and approval process.</p> <p>We need to understand what programs you have to help us move forward.</p>
10. Remove Trade Barriers / Negotiate More Free Trade Agreements	<p>Establishment of free trade agreements.</p> <p>Streamline the cross border paperwork and costs.</p> <p>Free trade agreement with the European union as we have with the USA so Canadians can provide professional services in the UK until we build up enough business to hire UK personnel to do so.</p> <p>Smoother and less regulatory oversight on the restriction of export of the technologies in our sector.</p> <p>Free trade. We regularly bid on RFPs for other provinces and occasionally in the US so it's important that we be treated the same as local competitors. Maybe also have a common location where opportunities are listed for multiple jurisdictions.</p> <p>Reduction of Trade Barriers with more countries and reduction in taxes and processes that add our business costs will help us be more cost competitive globally.</p> <p>Funding assistance for business development activities into key markets.</p> <p>Establishment of free trade agreements.</p> <p>Streamline the cross border paperwork and costs.</p>

	Free trade agreement with the European union as we have with the USA so Canadians can provide professional services in the UK until we build up enough business to hire UK personnel to do so. Helping to find appropriate partners in the regions we want to expand in
	Smoother and less regulatory oversight on the restriction of export of the technologies in our sector.
	Free trade. We regularly bid on RFPs for other provinces and occasionally in the US so it's important that we be treated the same as local competitors. Maybe also have a common location where opportunities are listed for multiple jurisdictions.
	Any removal of trade barriers means more cross border business. When taxes, labor regulations, currency issues come up the question is asked 'Is the external market worth the extra cost, administration, overhead, marketing, regulations, paperwork, and required workflow and process exceptions'.
	Reduce barriers to shipments (i.e. negotiate with the US to reduce encumbrances), negotiate unilateral tax agreements to have all states recognize international tax treaties, create further flexibility in the high tech labor standards
	Reduction of Trade Barriers with more countries and reduction in taxes and processes that add our business costs will help us be more cost competitive globally. Also, with people talent in short supply, we need to be able to recruit people talent from the Global Market. The Canadian Government and the BC Government doesn't appear to understand this fact.
	Reduce the friction and complication related to cross border consulting.
11. Continue to Support / Champion the Technology Industry	BC government seems to have been very active for promoting BC businesses. It could have been just us not to pay enough attention to what is going on with these efforts. Gain a better understanding of the knowledge-based economy and start providing services that support that sector. Recognition of our unique innovation - promoting this. Likely not a lot other than the product endorsement from the existing crown corps that use our technology. Keep encouraging entrepreneurs At the present time for our company continued exposure of BC tech on the international stage
12. Assist More with Market Intelligence	Support us in bringing in industry experts from around the world to talk about these markets and opportunities. Provide funding and useful informational resources. Help us navigate the complicated world of state registrations (for tax). Better information aggregation and delivery to small tech companies Improve your foreign business intelligence to boost our limited resources in marketing Give us better research materials. Put in some marketing efforts on our behalf. Help us get into other countries more easily. Offer to do market research for us.
13. Keep Corporate Taxes Low	Keep taxes low Reduce taxes to keep us competitive. Tax programs Reduce or eliminate corporate taxes on income generated by export sales on goods and services from small private companies.
14. Change PST To VAT (or Revert To HST)	Eliminate PST on all inputs for BC exporters Change PST treatment to same as GST (inputs refunded). Bring back the HST or revise the PST. We have a 7% disadvantage when buying equipment to provide our services in a globally competitive marketplace.

15. Improve Cost Of Living / Housing Affordability	Enact policies that help tie our real estate market to our domestic economy. At this rate, the only industry that will be left in Vancouver is property development...
	Reduce the cost of housing in Vancouver so that we can import the people we need. Silicon Valley housing costs are about the same as Vancouver, but the job market is vastly superior down there. It's nearly impossible for us to attract the best talent, because people take one look at housing and they're out of here. It's a major problem that is choking off the growth of tech in the province.
16. Acquisition Grants	Financial assistance to grow and or acquire other companies Acquisition Grants
18. Be Proactive	Reach out with information specific to growing our business!
	Make being a BC company easier to be. Stay close to us.
	Clarify the support that is available. Be proactive by developing an understanding of our business and our strategic goals and identifying opportunities to accelerate our export plans.
19. Continue Support for Industry-led Organizations Helping BC Companies	Better Associations that help companies grow.
	Continue to support organizations like WaveFront and BCTIA.
20. Reduce Incentives for Staying Small	We need to increase the small business limit for income tax. I have forced to bonus down to qualify for input tax credits - but I would rather keep the money in the business to give me more financial firepower to grow and expand my business.
	Put a time limit re years Small Business Deduction can be claimed as it is a hurdle to the emergence of large business
21. Other	Programs to provide lab facilities and access to instrumentation for start-ups would be helpful.
	As well, translation of research and knowledge from universities to the private sector is handled poorly in BC, the entire tech transfer system would benefit from an overhaul, increased funding, and better leadership.
	Help with access to mentoring (for know-how especially for dealing in international markets), important networks (to gain instant credibility and speed of trust), championing (endorsement) of our company and products domestically and abroad.
	Consolidate programs like SRED, WINNFUND, Community Futures, and IRAP into one entity. Leverage the public funding using programs where private investor funds are matched to some level.
	And, perhaps first, decide if BC really is serious about tech and if so, make some commitments at the expense of other sectors.
	Don't give large US companies help to come to Vancouver and take our staff at inflated salary levels.
	Offer more training in export sales.
	Manage the value of the Canadian dollar relative to the USD and other currencies to maintain a healthy export environment
	Help SME firms reduce costs through aggressive savings in BC Hydro rates and/or power savings rebates based on replacement of inefficient equipment / facility fixtures still in wide use.
	Support growth of SME manufacturing firms with aggressive marketing which shows off our province's unique abilities.
	Better tax breaks for venture capital
	Governments should focus on both domestic and international opportunities for technology adoption in factories to increase productivity. IE factory automation and process optimization. Make the western countries manufacturing more productive to better compete with offshore manufacturing. We cannot compete with Asia on labour costs so we must compete on productivity.



	There is an interior development initiative trust called SIDIT (southern interior development initiative trust) and it desperately needs better management and probably more resources. It has the potential to help companies like mine but it is missing its mark significantly.
	If there is a federal program, have the key people, at least some, located in B.C. not Ottawa.
	BC does nothing. The feds destroyed our business.
	Keep it simple. Outline everything you need, in advance and up front for whatever to qualify for whatever program you deem will benefit technology sector players. I could go on, but those reading this survey have not have the power, to keep the politicians from a ribbon cutting to be seen doing their job.
	We are a wood pellet biomass manufacturer and we need access to crown lands rather than relying on the primary licensees such as West Fraser and Tolko.
	Send someone to talk to us.
	Paid training period for additional sales to remove the fixed cost barrier to hiring additional staff. New staff need a 3-month training period before they are productive, so we tend to hold off hiring until the situation is dire, or replacement staff is needed.
	Help restrict the ever increasing banking fees. You know, considering the paper work and hoops that need to be jumped through for sales to countries such as Russia, Canada's doing pretty well.
	Reduce paperwork, number of audit we have to go through, PST, GST, Employee benefits and tax audits, SRED over the last three years
	Understand the significance to the BC economy of services. We don't build products in BC, so we aren't exporting products. We build incredibly innovative technology and we export that technology in the form of R&D services and IP. These are high paying jobs and critical to the commercialization of innovation - but the activity is lower profile than it should be because the output is services rather than goods.
	Work with ports and trucking organizations to improve logistics

## Q15. Additional Comments for the PTC

Q15. Do you have any additional comments or concerns about growing revenues and exports in BC that you would like to share with the Premier's Technology Council?

*If so, please provide your comments below. (Note: Multiple answers permitted)*

Recode	Verbatim
	Thank you for your interest in consulting with industry.
	Nope...thanks for asking...hope this helps a little.
	Thank you for reaching out and trying to support.
	None.
	N/A
	Not at this moment.
	No
	Good to know the question is being considered!
2. How Can I Help? / I Would Like to Share More	Hi Louise, I will follow up through a separate e-mail to discuss some ideas. [Name Withheld]
	I would be pleased to share my experiences directly [Name Withheld]

	If your group from the Technology Council would like to learn more about our company and how we can assist in oil spill response (especially in shallow waters/deltas), disaster response, search and rescue, we would like to invite the group to our factory or we could come to your office to give you a presentation.
	Let me know what I can do to help. [Name Withheld]
	Too many to list here. Call me if interested in more detail.
	If anyone wants to talk we are available [Name Withheld]
	I would be happy to discuss with somebody further about what assistance the government can provide in the next 5 years to help us achieve our goals. [Name Withheld]
	As a member of a local technology organization and a mentor for Futurepreneur Canada, I spend a lot of time consulting with businesses that do export their products and services. I would be happy to be part of any working group as I think having regional and provincial conferences bringing together people to share best practices would be very worthwhile. I just returned from Edmonton to see how their Startup Edmonton works.
	I would welcome an opportunity to have a discussion with Ms. Turner.
	Come learn about our business. Call me: [Name Withheld]
	Please involve us more in the dialogue
<b>3. BC Needs to Improve Focus on Innovation Sectors</b>	The BC government needs to engage your biggest exporters face-to-face to better understand their needs and how to increase global trade. A survey doesn't come close to really understanding our challenges and what can help us grow globally.
	The Premier of BC does not understand or care about non resource based industries. And frankly it is shocking given that this is exactly the kind of industries that we need to build a high value, low carbon foot print world-wide industry. But no, we are going to depend on tress and natural gas!
	Would love to see a strategy from PTC on supporting technology companies in BC, the role the government needs to play to foster technology growth / initiatives.
	This is the first time I have been asked for feedback in 15 years.
	Just remember the SME enterprises when you take directions and set visions. I have provided comments in other sections of this survey that pretty much sum up my message.
	BC seems to have a low regard for the software industry. This is the first survey I've seen in many years. I've been in business 25 years.
	The technology development in our sector is driven by regulations aimed at clean water, and mitigation of risks and reduction of liabilities associated with mining operations and mine closures. Better regulations that clearly identify liabilities and the enforcement of these regulations helps us. Also, acceptance of new technologies by regulators is a key. If regulators send industry the message that only traditional technologies be applied then innovation is hindered. In contrast, sending a message that innovation is allowed and welcome can be a very powerful catalyst for service providers like [our company].
	Tech sector does not get enough attention from the government compared to energy, mining, etc. As a result, there are less students in the school system choosing technology. There is a shortage of skilled labour. Our housing prices are too high to attract outside talent. Need more programs to link local companies with different government groups and more investments from government to adopt new technologies that are home grown.

	<p>Investment in early-stage Life Science companies in BC has been very low, compared to other jurisdictions, for years. This is reflected in the slow pace of new company formation and the slow growth of existing companies. Given current trends, the sector is unlikely to grow or make significant economic contributions in the future.</p> <p>If the province is serious about promoting BC as a Life Sciences hub (and providing local employment for highly-skilled science graduates), then the absence of private investment needs to be addressed in a meaningful way. Also, the CDRD has been a complete failure in this regard and should be dismantled.</p> <p>Put pressure on Federal government to increase, not decrease SR&amp;ED programs. Begin provincial regional R&amp;D funded programs (ie. Tecterra in Alberta). Put feet on the ground and talk w/ those of us on the front lines to ACTION financial support, not just study it and surmise in another committee. Divert ALL monies to the front lines, not those agencies that claim to support small tech companies (i.e. Centre for Growth).</p>
<b>4. Increase Procurement of BC Technology</b>	Political support for BC Hydro to engage/collaborate with [our company] during the development stage of [our] technology.
	Support our companies by using our products and services. It's the best way to show support.
	Government of BC should have a priority to look to BC software companies such as ours to source solutions before going with the large incumbents even if they have a presence in BC. The key is to nurture best of class BC software companies to achieve profitability and accelerate export growth.
	The BC government is not supportive enough in purchasing our technology, despite great success in the US. As an example, BC Hydro supports our primary competitor, a German company. This has really damaged our ability to compete in the global hydro-power market. We feel the BC government is working against us in this case. In addition, provincial ministries such as Forestry, Mining, and Agriculture could adopt our technology.
	I would like to see some sort of review panel that evaluates technology for crown corps. It would seem that there could be considerable synergies in pursuing technologies that have application across a large number of organizations. It would certainly simplify our sales process.
	Proving and growing technology at home is an excellent way to support exports. In the pulp sector, we have seen other provinces, especially Quebec, support adoption of new, Canadian technology to create new products for the forest sector. I have seen nothing like this in BC.
	Government programs that connect small business with local government and provincial government technology buyers would be very welcome.
	It would be nice if there was some value given to BC Government buyers of technology made in BC.
	It is very difficult for small companies to break into Province of BC as they will typically employ tried and tested technologies from large vendors. We have excellent technology that would assist the Government in master data management and registry software.
<b>5. Find Ways to Improve Housing Affordability in Greater Vancouver</b>	Develop expertise and companies outside Vancouver where people can afford to live
	Develop policies to control and limit international investors buying our real estate. We cannot have our employees earn wages according to Canadian standards but compete with international money to have a home nearby or waste hours commuting. This is becoming a serious issue at all levels of employment.
	The technology business provides tens of thousands of reliable, high paid jobs in the province. As a tech employer, I can tell you that my most recent hire lives south of the border because of the cost of housing in our province. He'd love to live here, and I'd love it if he could cross the border, but there's no way he's going to pay \$1.3M for a house.

	<p>The influence of Chinese wealth on our local housing market is destroying real industries in a very real way. Fix that problem and the excellent tech industry we already have here will thrive.</p> <p>Housing costs and lack of affordability means we cannot move people here with experience, and we are doing a poor job of keeping the young people.</p> <p>Short term money from foreign real estate investment will cost technology and manufacturing jobs in the future.</p> <p>Work permits are our largest problem. Also the cost of living in Vancouver makes us require to increase our base salaries so employees can live comfortably.</p>
6. Improve Access to Capital	Capital
	Ontario has a matching investment option \$1 for \$1 on angel or private investment.
	Overall Canada's competitiveness has been slipping, largely due to lack of access to capital/investment, and lack of innovation. These things directly relate to product and/or service 'exportability'
	We need more funds for hiring and training new employees. We are not able to hire intermediate employees - the shortage is huge. The best option is to hire and train new IR people but this has a big cost as well. Support in this area would help.
	Lack of Series A financing - the Gov't should develop a sidecar investment fund
7. Need to Increase Talent Pool (Immigration / Education)	This is such an important area for our economy and the source of well-educated and trained professionals are very difficult to come by. We need to educate and retain as much talent as we can possible.
	Thanks for sending this survey to learn more from the tech community. BC needs to be careful not to just become a place where the rest of the world and especially the US drains our tech talent pool by setting up shop in BC to attract talent and then shipping it south.
	When large international firms such as Microsoft, Salesforce, Twitter, Amazon etc. set up offices in Vancouver they aggressively pull employees from the top local Vancouver tech firms and force salaries to rise to a level where it is hard to compete.
	We need to be able to have a large supply of software developers which we can hire when we need to expand our business. There seems to be a lack of this talent in BC.
	Either we need to find easy ways to grow this talent organically or we need to resort to immigration which would be easy for us to access. Note that we have been waiting for months to hire an individual who needs a work visa and the appropriate approval which seem to take forever
	Need more access to software engineering skills - promote IT education and allow greater immigration of skilled engineers
8. R&D Tax Credits / Incentives	We will leaving BC and Canada if we cannot import talented staff. Isn't that what happens to all successful BC companies.
	SR&ED explicitly excludes research into one of the most important and costly areas of healthcare. There's no reason for this, and there are no other programs to pick up the slack.
	Please consider that the tax credit program is a key aspect of how we can compete with other provinces and foreign developers that can generally quote less per head count for work than we can. This program should be expanded.
	Could assist in making product development in BC more affordable. Then we could develop more products in BC and export the products rather than mainly exporting services.
	Any available tax credits or grants
	We have survived in business for 23 years almost in spite of the Canadian and BC governments rather than because of them. Other than the R&D tax

9. Assistance with Marketing and Selling to Export Markets	credit, which takes a huge amount of time to get and was almost not worth it this past year, we have received no help whatsoever, despite attempts to work with government reps numerous times. Each time the ball has been dropped on the government end, and we have ultimately wasted hours of our staff time providing information that has come to nothing. Seriously, each time not one contact was ever provided; we've never even received an advice/recommendation report in response to supplying reams of requested detailed information.
	We are interested in any trade missions or government initiatives that pertain to our focused areas of growth
	Software development for a niche area such as ours is well suited to BC because top programmers like to live in BC, meaning a virtually unlimited scope for adding staff and export growth. The limitations are gaining customers globally, given we are a small company with limited ability to gain new, meaningful contacts with global manufacturers of vehicles and vehicle components.
	Help small - medium businesses grow through funding and marketing support.
10. BC Universities Not Producing Enough / Right Talent	Definitely concerned that our universities are not producing the right talent to keep up with the pace of technology.
	Cost of living makes Vancouver difficult to bring talent into. Universities are not putting out enough talent.
	Set up a VC fund as a sidecar fund to invest in BC companies. For every \$ raised elsewhere the Gov't matches the investment with a \$ investment. Implement a program to help fund Commercialization through a tax credit similar to SRED, but focused on Sales and Marketing people and efforts thus helping drive commercialization.
	Create more positions in Post-Secondary (Universities and Colleges) for Engineers, Science and Computer Science students. We need more talent.
	We need to focus on continued to expand our capacity for producing qualified engineers in BC. The more graduates = more high paying jobs. We also need to be allowed to bring in qualified international workers easily as there is unlimited opportunity for growth if we have at the people.
11. Keep Taxes Low	Reduce corporate taxes for small companies.
	PST is serious issue
	We have to be tax efficient to compete on a global scale. China and other countries will continue to compete and their labor costs will increase. Canadians are able to compete, so long as the tax regime is not oppressive.
	keep taxes low
12. I Would Like to Learn More About PTC	I have no idea what the PTC does or its purpose besides putting out press releases on how great the BC technology sector is, which is over hyped to begin with due to the challenges of attracting key talent.
	I'm not really sure what the Premier's Tech Council does. It would be good to learn more.
	I want to know that your Council is doing?
	I want more visibility for this Council's goals and progress, or lack of it.
	I want to see KPIs of reach actionable items for your council and annual performance evaluations. I want KPIs to include focus on 5 new innovation technologies from BC that are backed from beginning to end with support until profitability and critical mass is achieved.
13. Improve Funding for Export Sales	Making it easier to gain financing for exporting services at a commercially viable rate is our key limitation to expanding. Professional Services seem to be the most difficult to finance due to the inherent higher risk involved with selling these services. Having assessments performed based on future earnings potential rather than previous history is also important for growing.
	For companies of our scale (mid-commercial), writing performance guarantees and project bonds is a challenge. Rather than providing 'grants,'

	<p>it would be more beneficial to encourage BC companies to sell internationally and risk protect the clients with some form of insurance. Some will win, some will lose. Let the market pick the winners (not the people that read grant applications).</p> <p>In addition, BC Resource companies can be encouraged to be first and up-take clean technology if they are incentivized. Permits can be the greatest incentive and will not cost tax payers. For example, imagine a mining company agreed to pilot a new clean technology, could they be given a 'permit allowance or acceleration.' Industrial company's value permits much higher than cash. Can BC use its permitting bodies to promote innovation uptake?</p>
14. Better Market Intelligence for Exporters	<p>Having access to common tax laws / rules / things to consider when setting up in the foreign countries.</p> <p>It would also be helpful to know how different sectors in US marketing (and abroad) are truly doing well and spending. It's hard to get meaningful market data from the US and near impossible from Europe for us.</p>
15. Other	<p>I have no comments about growing exports for reasons noted above. However for growing revenues, I hope that in BC we will continue to see the value in reducing regulation and 'red tape' that does not add value and continue to see the benefits of public private partnerships in many areas of the province as these are vehicles to both provide exceptional value to taxpayers and to build BC based companies.</p> <p>Very important to allow the innovation companies to work freely and openly. Do not attempt to direct out innovation toward projects that are of special interest to the BC government, such as is currently being attempted for LNG.</p> <p>Tech professionals in the Nanaimo/Oceanside area on Vancouver Island are spread out. I think the best way to grow the tech sector in this area is to bring software/hardware developers together to allow more collaboration &amp; knowledge sharing.</p> <p>We need the subway system to UBC to facilitate communication with researchers at UBC. It would also help employees get to work more cost effectively</p> <p>The exchange rate with the US dollar is currently in our favour. If there is a swing towards par or higher Canadian dollar, we would have some challenges.</p> <p>The BC energy decision makers should pay more attention to innovative resources such as geothermal development which is currently a high-risk enterprise but, unlike natural gas, it does not produce greenhouse gasses which are believed to contribute to climate change. The BC government's efforts to profit from natural gas production will contribute to climate change - probably in the form of global warming and, ultimately, damage our environment maybe to the point of making much of the earth uninhabitable by humans - the Anthropocene extinction! Alternative energy resources are imperative and geothermal may be one.</p> <p>Study the German and Swiss model for university technology development and subsequent transfer to industry. The BC and Canadian system is extremely bureaucratic and misguided. It is out of touch with the needs of industry. We are greatly missing the opportunity to create high value jobs and world leading companies.</p> <p>I would be pleased to discuss the issue further as I think it is what will provide a large benefit to universities, industry, and the whole economy. [Name Withheld]</p> <p>I have traveled much of the western world seeking technology solutions and collaboration. There is a better way out there.</p> <p>Worksafe is making it very hard to do business here. We are lumped in with other manufacturing sectors that are way above us for safety hazards and they have no common sense.</p> <p>More focus on helping businesses getting their business fundamentals right and less focus on helping companies get seed money.</p>

	<p>Stop giving money to some foreign based VC to invest in B.C. There is enough talent locally to develop your own VC teams who invest in their back yards. Tessier program of giving away money to offshore funds was a waste of time and money.</p> <p>Pay attention to how poorly the Southern Interior Development Initiative Trust is being managed. It is affecting the growth of good technology businesses in BC. Someone needs to replace the management and fix up what is otherwise an excellent idea.</p> <p>BC tech needs to be exposed to the velocity of silicon valley much more. Not just to access capital and markets, but to access the mindset and speed.</p> <p>If I was to start all over again I would look to developing clean energy solutions that help us move away from dirty fossil fuels. That to me will be the biggest opportunity of the future. Seize it before someone else does.</p> <p>I would like to see more government certification for the technology integration tradesman which I believe will have a huge effect on the quality of what we produce making it more so after on a global level in regards to design and engineering.</p> <p>It would also clean up the domestic market allowing legitimate companies to prosper. I can only estimate how much tax revenue the government loses from the residential &amp; commercial construction markets by allowing unlicensed companies to survive.</p> <p>Aggressively going into the US market is very much a David and Goliath story for us. Competitors have much deeper pockets and ready access to better resources. At times, it seems to us that the fastest way to become successful in that market is to get bought by a US company.</p> <p>Just think digital and works towards a fully digital business approach...</p> <p>The cost of conducting business in Vancouver is an impediment to expansion and growth.</p> <p>Find a way to bring sanity to civic government.</p> <p>Chinese subsidizes products coming into the market</p> <p>Running a \$2M consulting and technology business and doing projects myself is more than a full time job. As CEO and Management Consultant I don't have time to research the support available from the government to help ITI export. Call me at [Number withheld]</p>
	<p>BCITIA and ACETech have been great help.</p> <p>Last year the City of Vancouver's bureaucracy cost us almost \$200,000 associated with moving into new and expanded premises. University staff and departments competing in the private sector using taxpayer funded equipment and personnel, and assets provided for education and research purposes.</p> <p>Doing business in Surrey has the additional cost of private guards after office hours and for all holidays and weekends to safeguard equipment that are located outside the building. In 2012 copper lines were cut in a big compressor that resulted in a one week downtime and \$75,000 repair, all for copper tubes that may be sold for \$200.</p> <p>What is needed is less government involvement, not more</p> <p>BC Trade services are weak in Northern China and ASEAN. We need more support there</p> <p>It is generally accepted among my colleagues and I that BC is the most difficult place to do research and/or conduct business. From my own limited experience, Alberta is much more progressive in the nurture they offer to any business new or old, as are the other prairie provinces.</p> <p>I appreciate your interest in us. Please keep at it. It's a good idea. You cannot collect too much information on this subject today; for our success in new business readies BC for the World as it will be tomorrow.</p>

	<p>BC and Federal governments support the technology development effort through IRAP, SDTC and BC ICE Fund programs etc. Once the technology is developed, the manufacturing of the same product in BC is not cost competitive so we have to look outside of BC for manufacturing. There should be a program to support high tech manufacturing products in BC so that more employment and income for the provincial government can be generated. I, as an entrepreneur, experience this fundamental flaw in the system.</p>
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## Appendix IV: Comparison – Publicly Available Information

To provide more perspective and to further validate the findings of the primary survey research, a market intelligence exercise was also undertaken to gather relevant statistics on a number of BC's largest technology companies.

The main source for the information was Business-in-Vancouver's Top 100 Technology Companies in BC list.

### Summary

- The 161 companies identified account for 41,156 technology employees in BC, and approximately \$8.1 Billion in revenues.
- When compared against the BC Technology Industry Population, we find that these 161 companies comprise 1.8% of the industry's businesses, 49.8% of its employment, and a minimum of 35% of its revenues. Revenues are still significantly undercounted as publicly-available revenue figures were not available for many of the firms. In some instances, estimates have been used.
- The firms in this table have an average headcount in BC of 303 employees with only half of the firms (80) have more than 100 employees.
- The average age of these 161 firms is 24 years, with a median age of 18 years suggesting that half of the firms have been created since the dot-com era. Only 15 of the companies were founded since 2008.
- Reported revenue per global employee of these firms averages \$231,600 per employee, with half of the firms generating more than \$185,600 in revenues per employee annually.
- For these firms, revenue appears to be growing faster than headcount, suggesting advantages of scale are in play.
- Headcounts for the firms in this table are growing faster outside BC (3.0% in 2014) than in BC (1.9% in 2014).

	BC Weighted Revenue 2014	No. of BC Staff '15	No. of Global Staff '15	Revenue / Global Employee '14	Year Founded
SUM	\$ 8,054,945,847	41,156	488,610		
Mean	\$ 151,980,110	303	4,106	\$ 231,569	1991
Median	\$ 24,000,000	100	132	\$ 185,567	1997
Mode	\$ 24,000,000	200	80		2000
Minimum	\$ -	6	6		1836
Maximum	\$ 2,400,400,000	8,200	160,000	\$ 757,305	2014
Count	53	136	119	51	153
Growth Rate	7.5%	1.9%	3.0%		

Note: Revenues have been weighted on a 'per BC-FTE basis', assuming that the revenues generated by BC employees are comparable to revenues generated by the firm across all jurisdictions.

#	Company	BC Weighted Revenue 2014	No. of B.C. staff '15	No. of staff worldwide 2015	Revenue/Global Employee 2014	Year Founded
1	ABB (formerly Ventyx)		140			1976
2	ABC Communications	\$ 5,971,912	44	44	\$ 117,096	1989
3	ABM Applied Biological Materials Inc					2004
5	ACL Services Ltd		175	213		1987
6	Alectos Therapeutics					2007
7	Algo Communication Products Ltd		59	64		1968
8	Allocadia Software Inc		60			2010
10	Alpha Technologies Ltd		364	460	\$ -	1975
11	Alterra Power Corp	\$ 47,579,651	85	140	\$ 522,443	2008
13	Ampco Manufacturers Inc	\$ 21,000,000	138	138	\$ 161,538	1967
14	Annex Consulting Group Inc	\$ 26,652,036	240	240	\$ 131,941	1998
15	Aquatic Informatics Inc		75	75		2003
17	Atimi Software Inc	\$ 11,000,000	82	82		2000
19	Avocette	\$ 16,380,952	86	84	\$ 190,476	1977
22	Bench.co		175	185		2012
23	Blackbird Interactive		56	56		2007
24	Candraft Virtual Steel Infrastructure Inc		55	90		1979
25	Capcom Vancouver		189	189		2005
26	Cascade Aerospace Inc		600	3500		1969
27	Celator Pharmaceuticals		18	35		2000
28	CICTAN Health Group Corp		10	24		
29	CityWest Cable & Telephone Corp	\$ 24,000,000	80	80	\$ 300,000	1910
30	Clevest	\$ 14,101,075	83	93	\$ 161,224	2002
31	Clio (Themis Solutions Inc)		104	136		2007
32	Copperleaf Technologies Inc	\$ 6,623,240	47	50	\$ 163,860	1993
33	Corinex Communications Corp		100	100		1999
34	Corvus Energy Ltd	\$ 24,000,000	60	80	\$ 400,000	2009
36	Creation Technologies	\$ 79,051,852	460	2700	\$ 171,852	1991
39	DDS Wireless International Inc	\$ 34,901,000	106	106		1988
40	Delta Controls Inc		229	260		1980
41	Delta-Q Technologies Corp		63	76		1999
42	DeNA Studios Canada (DeNA Vancouver)		90	90		2012
45	Disruptive Media Publishers					2007
46	DNA Data Networking and Assemblies Ltd		80	80		1997
47	DNN Corp					2003
48	Domain7 Solutions Inc					1996
49	Dorigo Systems Ltd	\$ 25,911,475	92	92	\$ 284,741	1988
50	dPoint Technologies Inc					2004
51	D-Wave Systems Inc		119	120		1999
52	East Side Games		56	56		2011
53	Elastic Path Software		100	150		2000
56	Equicare Health					2006
58	Exan Group		83			1985
59	FCV	\$ 10,159,184	131	147	\$ 89,063	2005
61	Fulcrum Management Solutions Ltd (Thoughtexchange)	\$ 880,000	55	50	\$ 20,000	2009
62	GameHouse Canada		43	43		
63	Global Relay	\$ 36,666,667	330	360	\$ 138,408	1999
64	Graphically Speaking Services Inc		52	52		1986
65	Habanero Consulting Group	\$ 6,879,070	51	86	\$ 158,904	1996

68	Hootsuite		580	805		2008
69	Hothead Games Inc		110	110		2006
71	HyperWallet Systems Inc.					
73	IPS	\$ 9,682,759	48	58	\$ 307,895	2001
74	iQmetrix	\$ 28,250,263	75	285	\$ 402,064	1999
75	Istuary Innovation Group					
76	IUGO Mobile Entertainment		98			2003
78	Kardium Inc		92	92		2007
79	Kinexus Bioinformatics Corp		14	14		1999
80	Klohn Crippen Berger Ltd			505	\$ 191,828	1951
81	LifeLabs Medical Laboratory Services		2000	5400		1969
82	Lions Bay Media Inc					2007
85	Metasoft Systems Inc		75			1988
86	Microserve	\$ 47,771,618	193	274	\$ 237,968	1987
88	MRM Proteomics Inc		6	6		2010
89	MSI Methylation Sciences Inc		10	11		2007
91	Next Level Games		80	80		2002
92	Noise Digital Inc					1998
94	Novus Entertainment Inc		62			1996
95	OcE Display Graphics Systems		207			2010
97	OpenRoad Communications Ltd		45	45		1995
99	Papertech TotalVision		40	40		1992
102	PaySavvy					
103	Peer 1 Hosting		80	540		1999
105	Piranha Games	\$ -	60	60		2000
106	Plentyoffish	\$ 100,000,000	75	75		2003
109	Point Grey Research Inc		210			1997
112	Qu Biologics Inc		14	16		2007
113	Quartech Systems Ltd	\$ 29,090,064	200	200	\$ 132,228	1984
114	QuickMobile Inc		158			2006
115	Real Estate Webmasters		130	132		2004
116	Reliable Controls Corp	\$ 18,135,593	107	118	\$ 200,000	1986
119	Roadhouse Interactive Ltd		120	121		2009
120	Safe Software		103	103		1993
122	Samsung Vancouver R&D Lab					
124	Schneider Electric Canada		750	160000		1836
125	Seon Design Inc		91	102		1999
127	Sierra Systems	\$ 58,710,080	286	675	\$ 197,385	1966
129	Simba Technologies Inc		92	75		1991
130	Skybox Labs		50	50		2011
132	Softlanding Network Solutions Inc					2000
134	Sophos Inc		150			1985
135	Star Solutions International Inc		60	90		1994
136	StarDyne Technologies Inc		135	330		2001
137	StarFish Medical					1994
138	Stemcell Technologies Inc	\$ 69,252,846	515	615	\$ 166,734	1993
139	Talemetry	\$ 9,254,424	46	82	\$ 183,300	2000
141	Telephone Navigata-Westel		81	120		1957
146	Traction on Demand		130	116		2006
147	Truckmate Solutions Center		97	97	\$185,567	1981
148	Unbounce		100	100		
149	UNIT4 Business Software	\$ 9,734	74	4230	\$ 132	1980
150	United Front Games		120	120		2007

<b>152</b>	VendTek Systems Inc					1998
<b>153</b>	Viking Air Ltd		460	580		1970
<b>154</b>	Visier Inc		80	120		2010
<b>155</b>	Vision Critical	\$ 46,715,328	320	685	\$ 145,985	2000
<b>158</b>	Xanatos Marine Ltd					1984
<b>160</b>	ZE PowerGroup Inc		205	219		1995
<b>161</b>	Zymeworks Inc		46	52		2003

# Capasiti Consulting Inc.



Capasiti Consulting Inc. (Capasiti) is a syndicate of research, advisory and project management experts who focus on helping organizations research, develop and deliver programs and policies for industry and sector growth in knowledge- and innovation-based sectors.

With a particular focus on industry-led initiatives, Capasiti assists governments and organizations with cluster development, venture acceleration, industry promotion, and actionable public policies.

The Capasiti team has extensive experience in building organizations and industry sectors and have worked with industry associations, non-profit societies and foundations, academic institutions, economic development organizations and governments of all levels (national, provincial, and city or regional).

The Capasiti team has extensive grassroots experience in creating pragmatic strategies and delivering successful and impactful programs.

## Team

### Steve Thomson

*Principal Consultant*

Steve is a professional market researcher and technology product manager with a background in public policy development. With his diverse background straddling the two environments, Steve has a unique ability to translate issues and barriers for start-ups into actionable recommendations for policy and program interventions. Steve has a Bachelor of Commerce in Marketing and was involved in the development, roll-out and management of digital financial services and payments solutions before launching on his own as a consultant to start-ups, governments, and enabling organizations.

### Cindy Pearson

*Principal Consultant*

An innovative strategist with over 25 years' experience revitalizing and growing organizations, Cindy has a proven track record of developing strategic and tactical plans that focus on rapid growth and brand building. Cindy is skilled at engaging industry and government in the development of innovative programs and value-add services that support industry growth. Her experience in working in both the public and private-sector, makes her highly capable in engaging internal and external stakeholders, creating consensus and driving program success.

## Clients

The Capasiti team has enjoyed working with a broad spectrum of organizations including technology start-ups, industry associations, financial institutions, and government.

NGO's and Government Organizations	Technology-Driven Organizations
ACETECH Academy for CEO's BC Premier's Technology Council BC Ministry of Economic Development BC Technology Industry Association (BCTIA) Business Development Bank of Canada (BDC) Business-in-Vancouver (BIV) Canadian Department of Foreign Affairs and Trade Development (DFATD) Discovery Parks Realty / Discovery Foundation ICT Association of Manitoba (ICTAM) Industry Canada Simon Fraser University UILO(University Industry Liaison Office) Vancouver Economic Commission (VEC) Wireless Innovation Network of BC / DigiBC	Absolute Software Central 1 Credit Union CEAMS Credit Union Association Eloquent Systems Inc. GiftTool.com Global Filipino Solutions Inc. KPMG LLP KOWOPS MediaFX Group mFoundry Mifos Initiative Montreux Capital Corp. / KOWOPS PHEMI Health Systems Inc. TenDigits Software

## Shenzhen City

**Area:** 1991.64 km<sup>2</sup>

**Population:** 12 million

**Density:** 5,100/ km<sup>2</sup>

**Language(s):** Mandarin, Cantonese.

**Major Industries:** Electronics, ICT equipment and components, pharmaceuticals, biotechnology, textiles, garments, and jewelry.

**Main Export Destination:** Hong Kong, Taiwan, ASEAN, United States, Japan, EU.

**Main Import Sources:** Hong Kong, United States, Japan, EU.

**Major Exports:** Electronics, computer equipment and software, telecom equipment and products, garment and textiles, furniture, jewelry.

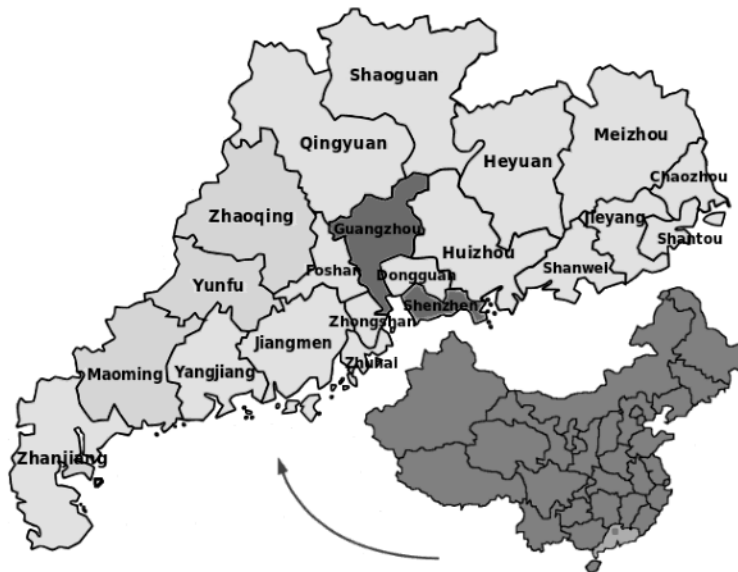
**Major Imports:** Electronics, computer equipment and software, oil, cereals, edible oils.

**Government:**

**Mayor:** Mr. Qin XU

**CPC Secretariat:** Mr. Xingrui MA

**Districts:** Luohu, Futian, Nanshan, Bao'an, Longgang, Yantian, Pingshan, Guangming, Longhua and Dapeng



## Overview

In close proximity to the north of Hong Kong, Shenzhen is a city of sub-provincial administrative status in the southern province of Guangdong. Under economic liberalization policies of the 1980s carried out by reformist leader Deng Xiaoping, the city became China's first - and ultimately the most successful - Special Economic Zone (SEZ).

Over its 34 years of history, the Shenzhen SEZ has witnessed an annual average GDP growth of 23.9%, transforming itself from a tiny border town of less than 30,000 people into a modernized metropolis with a population well above 10 million. It is a wonderful epitome of the nation's reform and opening-up drive. In 2014, Shenzhen's GDP exceeded USD 260 billion, the fourth largest by city in mainland China. Per capita GDP reached USD 24,000, ranking the top among major cities in China. As a foreign-oriented economy, Shenzhen is highly internationalized with relatively mature markets and an improved system of the rule of law. In 2014, Shenzhen's total import and export value hit USD 487.77 billion, ranking the first in the major cities of mainland China. Currently, Shenzhen is home to 260 of the Fortune 500 companies, and has invested in or incorporated 2,537 companies abroad. Outbound investment accounts for more than 1/10 of the total investment abroad by Chinese companies.

As one of China's economic powerhouses and neighboring Hong Kong and Macau, Shenzhen is an important traffic hub in the Asian-Pacific region, boasting the world's third largest container port, the No.1 land port in Asia, and one of the five major airports in China. This gives Shenzhen unique advantages in both being globally oriented and a gateway to other parts of mainland China.

Shenzhen is a national innovation center and hi-tech base, home to a large number of successful hi-tech enterprises such as Huawei, ZTE, Tencent, BYD and BGI. Such businesses have now gone global and become icons of Shenzhen. In 2013, Shenzhen has invested as much as 4% of its GDP in R&D, equivalent to that of Korea. According to the latest statistics, there are currently over 30,000 hi-tech enterprises in Shenzhen, 3,392 of which are state-level hi-tech enterprises.

Shenzhen is also an important financial center in China. The Shenzhen Stock Exchange has been leading the world in terms of the number of IPOs for three consecutive years since 2009. One out of three VC/PE entities in China is located in Shenzhen, managing 1/3 of the national total VC/PE capital. Four local companies, including Ping'an Insurance Group, Huawei, Amer International Group and China Merchants Bank, entered the list of the world's Fortune 500. Apart from its four pillar industries, namely hi-tech, modern finance, modern logistics and culture, Shenzhen has also attached great importance to six emerging strategic sectors: biology, internet, new energy, new material, cultural creativity and new generation



of information technology, as well as three future sectors: life and health, ocean economy, aviation and aerospace.

## Major Industries

### ICT

Shenzhen is one of the most important manufacturing bases, export bases, supporting centers and trading centers of IT products for China and the world. It leads China and the world in the output of many products which it develops and manufactures, including mobile phones, SPC exchanges, communication base stations, color TV sets and computers, etc.

Shenzhen enjoys complete industrial chains and advanced capacity of components production. From computers and their accessories, mobile phones and other high-end products to TV sets and various other digital products, over 90% of their components can be purchased, matched and assembled in Shenzhen and its neighboring areas, thus greatly reducing production and transportation costs. Shenzhen has the second largest software industry in large and medium-sized cities in China, taking a share of 10% in the entire industry in China, and with its fast growing information service and internet industry, it has become the first demonstrative city for e-commerce in China.

Shenzhen focuses on supporting the development of emerging information technologies such as the next-generation of information networks, mobile internet, cloud computing, internet of things, tri-network integration, integrated circuit, new display devices, new components and special equipment, high-end software and information services.

### Medical Equipment

The medical equipment industry in Shenzhen holds a relatively important position in Guangdong Province and in China. With its remarkable hi-tech nature, the medical equipment industry in Shenzhen outclasses the national average in a number of indicators such as proprietary brands, independent intellectual property rights of enterprises, technological contents of products and technological added values. It has been growing at an average annual rate of over 30% for nearly ten years, and has formed a considerable scale.

Dozens of homegrown hi-tech medical equipment products, including MRI (Magnetic Resonance Imaging), CDU (Color Doppler Ultrasound) and automatic biochemical analyzers, were first made in Shenzhen. Currently, nearly 600 companies in Shenzhen are manufacturing medical equipment and over 1,000 are selling them. The total annual output value of these companies exceeds RMB 22

billion, and more than 60% of the products are exported. With a large number of leading enterprises of proprietary brands such as Mindray, Edan, Winner Medical and SonoScape, etc., Shenzhen has become the core of the Pearl River Delta Zone, one of the three cluster zones of medical equipment in China.

### Modern Logistics

With complete set of sea, land and air ports, Shenzhen is a port city with the largest numbers of ports, entry-exit passengers and vehicle flow in China. In 2013, Shenzhen Port's import and export container throughput exceeded 23.27 million TEU, replacing Hong Kong and making itself the 3<sup>rd</sup> largest container port in the world.

In 2013, Shenzhen's logistics industry generated an added value of RMB 133.56 billion, showing a year-on-year increase of 11.42% and accounting for 9.97% of Shenzhen's GDP. Shenzhen is one of the few cities in China with logistics output values above RMB 100 billion, leading China with a highly competitive modern logistics industry, which is operated at an efficiency rate close to that of moderately developed countries.

Nearly 15,000 logistics enterprises are now operating in Shenzhen, among them Eternal Asia, Feima Int'l and Huapengfei, which also engage in supply chain management, have been successfully listed in the A-share stock market. The supply chain management mode is an emerging business mode in Shenzhen that has been tested by the market competitions in recent years. Currently, Shenzhen is home to 300 enterprises that specialize in supply chain management and hosts the headquarters of over 80% of all the supply chain management enterprises in China.

Over the last few years, logistic enterprises in Shenzhen have been speeding up their development with an aim of growing into internationally-renowned high-end companies with their own distinguished brands. With a rapidly developing logistics industry, Shenzhen is becoming a globalized, multi-functioned and highly-efficient modern logistics hub.

### Special Industrial Zones

- Qianhai - Hong Kong Modern Service Industry Cooperation Zone
- Shenzhen Hi-Tech Industrial Park
- Shiyan Industrial Park
- South Guangming Industrial Park
- Baolong Industrial Park
- Shenzhen Grand Industrial Zone
- Eco-agricultural Zone
- East Ocean Industrial Park

- Fine Chemical Industrial Park
- National Biomedicine Industry Base
- Virtual University Park and Free Trade Zone

Shenzhen has direct jurisdiction over ten districts, four of which comprise of the SEZ: Luohu, Futian, Nanshan, and Yantian. Luohu is the financial and trading center of Shenzhen, located in the center of the SEZ and adjacent to Hong Kong. Futian sits at the heart of the SEZ, and is where the Municipal Government resides and the new CBD of Shenzhen. Nanshan is the center for high-tech industries, while Yantian is known for its logistics and port management.

In 2010, the Chinese State Council decided to set up Shenzhen Qianhai-Hong Kong Modern Service Industry Cooperation Zone, which is commonly referred to as “the Special Zone inside Shenzhen SEZ”. Featuring four pillar industries in finance, modern logistics, information service, science and technology service, along with other professional service sectors, Qianhai assumes a role in China’s national strategy to reform, innovate and pilot in areas of finance, legal development, human resources and statutory bodies. It marks a new chapter in the development of Shenzhen’s reform and opening-up, and further invigorates the innovative development of Shenzhen.

## Major Stakeholders

### Notable Domestic Enterprises

- Huawei, Tencent, ZTE, Lenovo
- China Merchants Bank, Ping An Insurance Group
- OCT (Overseas Chinese Town) Group
- Shenzhen Gas
- BGI, Mindray

Currently, 260 of the Fortune 500 companies and many other well-known multinational companies have established their presence in Shenzhen, including many of the world’s top brands in the high-tech industries.

## Trade and Investment Ties between Shenzhen and British Columbia

In order to strengthen support to leading enterprises in innovation, the Shenzhen government is offering an R&D aid fund to leading enterprises in its six emerging strategic sectors: biology, internet, new energy, new material, cultural creativity and new generation of information technology, as well as three future sectors: life and health, ocean economy, aviation and aerospace.

Shenzhen’s priorities matches well with British Columbia’s competitive advantages in ICT, environmental technology, clean energy, life sciences, financial

services, advanced manufacturing, education, architectural and landscape design, modern logistics and agriculture sectors.

## Agri-food

Shenzhen Fruit Association was established in August 2013. It comprises of more than 30 large fruit dealers in Shenzhen. Most of them have experience of doing business with foreign fruit associations and companies. For example, Shenzhen Nanshan Agriculture Products Wholesale Market Co., Ltd is one of the biggest agriculture companies in Shenzhen whose major business is managing agriculture products wholesale channels and logistics in South China. Shenzhen Pagoda Development Co., Ltd has the most retail fruit stores in China. In the past 10 years, it has established more than 32 fruit growing base and 200 retail fruit stands across China. s.13,s.17

s.13,s.17

s.13,s.21

. As BC blueberry just gained import permit to China in 2015, the export volume and dollar value of blueberry trade will be blooming in the future.

## ICT

s.13,s.21

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Moreover, BC digital media companies and educational organizations including Vancouver Film School, Centre for Digital Media, Roadhouse Interactives, are currently exploring cooperation and business opportunities in Shenzhen animation and cartoon, gaming industries.s.13,s.21

s.13,s.21

## Architectural and Landscape Design

s.13,s.21

## Education

The Faculty of Applied Science of UBC visited Shenzhen in Jan 2015 and met with Mayor Xu of Shenzhen and South University of Science and Technology of China (SUSTC) to discuss possibility of joint research and training programs between SUSTC and UBC. In this visit, UBC signed a structural MOU with the SUSTC to explore possibilities to help establish a Qianhai-UBC International Technology Development and Transfer Center in the Qianhai Shenzhen-Hong Kong Modern Service Industry Cooperation Zone. The center would periodically host international technology conferences, specialized courses and workshops, and establish a platform for venture capitalist and private enterprises to establish strategic technology and business partnerships focused on innovation and commercialization of intellectual property (IP) developed in Shenzhen or in BC.

Moreover, UBC also visited the international University Park and innovative business incubator in Longgang district. Shenzhen municipal government supports the idea of matching UBC with South China University of Technology to jointly build a Longgang located specialized college. Establishing specialized colleges is a key strategy for Shenzhen to explore a creative mechanism for higher education, utilize high-quality domestic and international resources, and realize a leap forward in the development of higher education in the city. It will provide a driving force for the development of an international city and a national innovative city. The plan was adopted into Shenzhen's 12th Five-Year Plan for Economic and Social Development (2011-2015), in which it says: "Shenzhen will launch more domestic and international cooperation, introduce more cooperation projects with well-known overseas universities, and promote the establishment of specialized colleges."

## LNG

Located in the east of Shenzhen City, Guangdong Dapeng LNG receiving terminal is China's first LNG import terminal to receive overseas LNG since 2006. With its further expansion, it can import LNG 6.5 million tons per year at its maximum capacity. Together with several other new LNG receiving terminals, Dapeng Bay will become the 2nd largest LNG receiving area in the world after Tokyo Bay in Japan. Shenzhen will become an LNG center in China. Shenzhen Gas, who is supplying 40% of its LNG import to Shenzhen City, has expressed great interest in the LNG opportunities in BC.

## Life Science

s.13,s.21

Simon Fraser University has been in touch recently with Shenzhen Institution of Advanced Technology to establish a joint PHD program in selected areas, providing education and scholarship to students from Shenzhen Institution of Advanced Technology.

## Financial Services

Established on December 1<sup>st</sup>, 1990, Shenzhen Stock Exchange (SZSE) is one of China's three stock exchanges, alongside the Shanghai Stock Exchange and Hong Kong Stock Exchange. A broad spectrum of market participants, including 1,618 listed companies, 120.37 million registered investors and 120 exchange members, created the market. By 2014, the SZSE has grown with a market capitalization around 12.857 trillion yuan (\$2.142 trillion). On a daily basis, around 16 billion shares, valued at \$30.252 billion, trade on the SZSE.

With the aim to promote BC as a location for international business and financial services, and Canada as the first RMB Settlement Hub in North America, Advantage BC has frequent visits to Shenzhen and maintained close contacts with China Merchants Bank and Ping'an Bank, whilst China Merchants Bank has expressed interest to open a branch in Vancouver.

## Hourston, Sveah JTT:EX

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**Sent:** Monday, November 9, 2015 3:11 PM  
**To:** Minister, MIT MIT:EX  
**Subject:** RE: VIA Invitation to attend the "Istuary Pitch Competition Final"

**From:** Minister, MIT MIT:EX  
**Sent:** Friday, October 30, 2015 3:35 PM  
**To:** 'mkywang@gmail.com'  
**Cc:** Minister, MIT MIT:EX  
**Subject:** FW: VIA Invitation to attend the "Istuary Pitch Competition Final"

Thank you for the invitation to the Honourable Teresa Wat, Minister of International Trade and Minister Responsible for Asia Pacific Strategy & Multiculturalism, unfortunately the Minister has prior commitments that day and must send regrets.

Please accept the Minister's best wishes for a successful event.

Best regards,

Office of the Minister

**From:** Michael Y Wang [<mailto:mkywang@gmail.com>]  
**Sent:** Thursday, October 29, 2015 4:27 PM  
**To:** Minister, MIT MIT:EX  
**Subject:** Fwd: VIA Invitation to attend the "Istuary Pitch Competition Final"

To: Hon. Teresa Wat, Minister of International Trade and Minister Responsible for Asia Pacific strategy and Multiculturalism, of BC

Re: VIA Invitation to attend the "Istuary Pitch Competition Final"  
on Nov. 14.2015

You are sincerely invited as our VIP guest to attend the "Istuary Pitch Competition Final" held by Istuary Capital, Canada China Creative Industries Foundation and Istuary Idea Labs:

Time: November 14, 2015, starting at 2:00pm to 5:00pm

Place: At Chan Centre for the Performance Arts (Telus Studio Theatre),  
UBC  
6265 Crescent Road, Vancouver, BC  
V6T 1Z1

RSVP: Please confirm your attendance by November 6, 2015.

Thanks for your concern and reply.

With best regards,

Michael Wang  
Senior Adviser  
Istuary Pich Copetition Committee  
Cell: (604) 351 - 2868  
[mkywang@gmail.com](mailto:mkywang@gmail.com)

Istuary.com



## Hourston, Sveah JTT:EX

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**From:** Minister, MIT MIT:EX  
**Sent:** Wednesday, December 2, 2015 10:09 AM  
**To:** 'wei.shao@dentons.com'  
**Cc:** Wat.MLA, Teresa LASS:EX; Minister, MIT MIT:EX  
**Subject:** FW: Istuary event on investment in hi-tech 溢思得瑞投资论坛  
**Attachments:** 第五届溢思得瑞投资论坛邀请函.pdf

Thank you for the invitation to the Honourable Teresa Wat, Minister of International Trade and Minister Responsible for Asia Pacific Strategy & Multiculturalism, unfortunately the Minister has prior commitments that day and must send regrets.

Please accept the Minister's best wishes for a successful event.

Best regards,

Office of the Minister

**From:** Shao, Wei <wei.shao@dentons.com>  
**Sent:** Saturday, November 28, 2015 1:00 PM  
**To:** Wat.MLA, Teresa LASS:EX; Wat, Teresa MIT:EX  
**Subject:** Istuary event on investment in hi-tech 溢思得瑞投资论坛

Dear Minister Wat:

I am forwarding to you an Istuary invitation to attend its investment forum at its recently expanded R&D lab facilities at Howe Street in Vancouver on December 3, 2015.

As you will recall, Istuary was a very active sponsor and participant of the recent China trip that the Premier and you led. It has a unique business modal that allows Istuary to grow at a fast pace, effectively becoming a pathway between BC tech industry and the resources and market that China offers.

If your time permits, Istuary would like to invite you to arrive around 11:30 so that Ethan Sun, Istuary chairman, can show you around the facilities and present to you the various projects they are developing or incubating, before the start of the forum at 2 pm. They would also like to invite you to make remarks at the beginning of the forum, about the tech and venture capital opportunities in BC.

Of course, if you have a tight time line, they would also be pleased if you would be available for just the forum or part of it.

If you are available, I will have Istuary people to contact your staff to make the arrangement.

Best regards.

Wei



**Wei Shao**  
Partner

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[wei.shao@dentons.com](mailto:wei.shao@dentons.com)  
Bio | Website

Dentons Canada LLP  
20th Floor, 250 Howe Street Vancouver, BC V6C 3R8 Canada

大成 Salans FMC SNR Denton McKenna Long

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## Hourston, Sveah JTT:EX

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**From:** Minister, MIT MIT:EX  
**Sent:** Monday, September 12, 2016 9:34 AM  
**To:** 'Michael Y Wang'  
**Cc:** Minister, MIT MIT:EX; Wat.MLA, Teresa LASS:EX  
**Subject:** 16223-Regrets Sent-VIP Invitation to attend the 3rd Year Anniversary of Istuary Innovation Group on Sep. 27, 2016

Thank you for the invitation to the Honourable Teresa Wat, Minister of International Trade and Minister Responsible for Asia Pacific Strategy & Multiculturalism, unfortunately the Minister has prior commitments that day and must send regrets.

Please accept the Minister's best wishes for a successful event.

Best regards,

Office of the Minister

**From:** Michael Y Wang [<mailto:mkywang@gmail.com>]  
**Sent:** Tuesday, September 6, 2016 1:13 PM  
**To:** Minister, MIT MIT:EX  
**Subject:** Re: 16223-VIP Invitation to attend the 3rd Year Anniversary of Istuary Innovation Group on Sep. 27, 2016

To: Office of Minister Teresa Wat,

Thanks a lot for your reply. The formal VIP invitation was released on September 5, 2016. Glad to know that you have already got the invitation.

Feel free to contact me if you have any questions as I am the Director of Public relations for Istuary Group.

With best regards,

Michael Wang  
Director of Public Relations  
Istuary Innovation Group  
Cell: (604) 351 - 2868

On Tue, Sep 6, 2016 at 12:08 PM, Minister, MIT MIT:EX <[MIT.Minister@gov.bc.ca](mailto:MIT.Minister@gov.bc.ca)> wrote:

Good Afternoon,

Thank you for your email. Our office has received this invitation in previous directly from the organizer.

Sincerely,

Office of the Minister

250.953.0910

**From:** Michael Y Wang [mailto:[mkywang@gmail.com](mailto:mkywang@gmail.com)]

**Sent:** Tuesday, September 6, 2016 3:14 AM

**To:** Minister, MIT MIT:EX; Wat.MLA, Teresa LASS:EX

**Subject:** VIP Invitation to attend the 3rd Year Anniversary of Estuary Innovation Group on Sep. 27, 2016

To: Hon. Minister Teresa Wat, Minister of International Trade BC

VIP Invitation

You are cordially invited as our VIP Guest to attend the 3rd Year Anniversary of Estuary Innovation Group with presence in 24 cities throughout 3 countries (Canada, China and USA) . We appreciate all your continuing support and look forward to celebrate this milestone with you. The celebration event will be held on:

Date: September 27 (Tuesday), 2016

Time: 11:00am - 2:30pm

(Reception : 10: 45am; Suggest to be arrival no later than 11:15am)

Place: Fairmont Pacific Rim, Park Ballroom, 1038 Canada Place , Vancouver

Dress code: Business Formal

RSVP: Please give your reply by September 20, 2016.

Please feel free to contact me if you have any inquiries,

With best regards,

Michael Wang

Director of Public Relations

Estuary Innovation Group

Cell: (604) 351 - 2868

## Hourston, Sveah JTT:EX

---

**From:** Alison Winters <alisonkwinters@gmail.com>  
**Sent:** Monday, January 30, 2017 2:39 PM  
**To:** Minister, MIT MIT:EX  
**Cc:** Irwin, Paul MIT:EX; Acquarone, Francis MIT:EX; Zhu, Raymond MIT:EX  
**Subject:** 17016 incoming Invitation to visit Istuary's Office  
**Attachments:** Invitation to Min. Wat.pdf; ATT00001.htm

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

**Categories:** Invitation

Paul: Please kindly forward this message and the invitation to Min. Wat's assistant. I do not have her email address. Thank you very much.

Dear Min. Wat,

Further to our conversation conducted at CCBC's Jan. 24 Reception hosted by Gowling WLG regarding visiting Istuary's office, please kindly find the attached cordial invitation.

We know that you are extremely busy. Please kindly let us know the date and time of your availability.

All of us at Istuary are deeply honoured if you could come. We truly look forward to warmly welcoming you to visit Istuary.

Once I know the date and time of your preference, I will arrange the details with your office staff and Istuary's senior executives.

The address of Istuary's Office is: 1125 Howe Street (and Helmcken). We will provide parking in our office building for your vehicle.

We look forward to hearing from you.

Thank you very much for your consideration.

Best Regards,

Alison.  
\*\*\*

Thank you very much for your attention.

Yours sincerely,

Alison Winters

Principal

Alison Winters Communications

*“You are in good hands.”*

email: [alisonkwinters@gmail.com](mailto:alisonkwinters@gmail.com)

cell: 604-828-1649

## Hourston, Sveah JTT:EX

---

**From:** Alison Winters <alisonkwinters@gmail.com>  
**Sent:** Monday, April 24, 2017 7:01 AM  
**To:** Minister, MIT MIT:EX  
**Cc:** Jones, Angela MIT:EX; Irwin, Paul MIT:EX; Acquarone, Francis MIT:EX; Zhu, Raymond MIT:EX; Wanda Wang; Sissi Chen; Alison  
**Subject:** Request a Congratulatory Message on our Mission to China  
**Attachments:** May 2017 Istuary Innovation Group's China Mission.pdf; ATT00001.txt  
**Categories:** Invitation

Dear Min. Wat,

Good Morning!

Please be informed that Istuary Innovation Group (Istuary) is leading <sup>S<sub>4</sub></sup> Canadian companies in the innovative tech sector to China in May. Needless to say, these Canadian companies do not have substantive contacts in China and are not familiar with the China market and its business practices. <sup>s.13,s.17</sup>  
s.13,s.17

Date of the Mission: May 16-27, 2017.

Destination: 5 cities:

May 16-18— Zhuhai May 18-20— Shenzhen May 20-23— Wuhan May 23-25— Hangzhou May 25-27— Chengdu

Please find the attached information on the Mission, program activities, and a brief introduction of these BC companies. These companies are very innovative and have great growth potential. We believe that they could be very successful in entering the China market. Consequently, they will be able to expand their business, hire more staff, and bring more benefits to BC. Istuary is very willing to help these companies establish a foothold in China, introduce them to Istuary's contacts in the business sector and various government officials, and provide a platform for these companies to pitch their core business to the business world and different government agencies. As Istuary has many offices and contacts in China and knows how to do business with Chinese companies, it can provide indispensable ground support to these Canadian companies.

We would be most grateful if we could request Min. Wat to send us a congratulatory message on the Mission. The message from Min. Wat would mean a great deal to our Mission, the Mission participants, and the Mission counterparts in China.

We would like to express our gratitude to Min. Wat and her helpful staff, Mr. Paul Irwin, Mr. Francis Acquarone, and Mr. Raymond Zhu for their unfailing assistance and continued support. We feel most fortunate that Min. Wat and her staff are always there to look after and service BC companies so capably and earnestly.

Thank you very much for your attention and prompt assistance.

Yours sincerely,

Alison Winters

Principal

Alison Winters Communications

"You are in good hands."

email: [alisonkwinters@gmail.com](mailto:alisonkwinters@gmail.com)

cell: 604-828-1649



## Hourston, Sveah JTT:EX

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**Subject:** FW: 17247 Request a Congratulatory Message on our Mission to China

**From:** Alison Winters [<mailto:alisonkwinters@gmail.com>]

**Sent:** Thursday, April 27, 2017 1:23 PM

**To:** Starko, Christina MIT:EX

**Cc:** Irwin, Paul MIT:EX; Acquarone, Francis MIT:EX; Zhu, Raymond MIT:EX; Wanda Wang; Sissi Chen

**Subject:** Fwd: Request a Congratulatory Message on our Mission to China

Dear Ms. Starko,

I understand that Ms. Angela Jones is<sup>s.22</sup>. Please kindly refer to the following email messages regarding requesting a congratulatory message from the Ministry's Executive regarding Istuary's China Mission to China in May. We will greatly appreciate it if we can receive it by May 1.

Should you have any questions, please do not hesitate to contact me.

Thank you very much for your consideration and assistance.

Much appreciated,

Regards,

Alison Winters.

\*\*\*

Thank you very much for your attention.

Yours sincerely,

Alison Winters

Principal

Alison Winters Communications

*"You are in good hands."*

email: [alisonkwinters@gmail.com](mailto:alisonkwinters@gmail.com)

cell: 604-828-1649

Begin forwarded message:

**From:** Alison Winters <[alisonkwinters@gmail.com](mailto:alisonkwinters@gmail.com)>

**Subject:** Fwd: Request a Congratulatory Message on our Mission to China

**Date:** April 27, 2017 at 1:18:25 PM PDT

**To:** Angela Jones/MIT Min Wat <[Angela.Jones@gov.bc.ca](mailto:Angela.Jones@gov.bc.ca)>

Cc: MinTeresa Wat/MITOffice <MIT.Minister@gov.bc.ca>, Paul Irwin/MIT <Paul.Irwin@gov.bc.ca>, Francis Acquarone/MIT <Francis.Acquarone@gov.bc.ca>, Raymond Zhu <Raymond.Zhu@gov.bc.ca>, Wanda Wang <wanda.wang@lstuary.com>, Sissi Chen <si.chen@lstuary.com>

Dear Ms. Jones,

Further to our earlier correspondence, is it possible for us to receive the congratulatory message from the Ministry Executive on the China Mission by May 1?  
If so, please kindly email it to us.

Many thanks for your prompt assistance, as always.

Best regards,

Alison.

\*\*\*

Thank you very much for your attention.

Yours sincerely,

Alison Winters

Principal

Alison Winters Communications

*"You are in good hands."*

email: [alisonkwinters@gmail.com](mailto:alisonkwinters@gmail.com)

cell: 604-828-1649

Begin forwarded message:

**From:** Alison Winters <[alisonkwinters@gmail.com](mailto:alisonkwinters@gmail.com)>

**Subject:** Re: Request a Congratulatory Message on our Mission to China

**Date:** April 24, 2017 at 9:08:52 AM PDT

**To:** Angela Jones/MIT Min Wat <[Angela.Jones@gov.bc.ca](mailto:Angela.Jones@gov.bc.ca)>

**Cc:** MinTeresa Wat/MITOffice <MIT.Minister@gov.bc.ca>, Paul Irwin/MIT <Paul.Irwin@gov.bc.ca>, Francis Acquarone/MIT <Francis.Acquarone@gov.bc.ca>, Raymond Zhu <Raymond.Zhu@gov.bc.ca>, Wanda Wang <wanda.wang@lstuary.com>, Sissi Chen <si.chen@lstuary.com>

Dear Ms. Jones,

Thank you for your prompt reply. I understand. I remember it now.

Yes, it will be sufficient.

Much appreciated.

Regards,

Alison.

\*\*\*

Thank you very much for your attention.

Yours sincerely,

Alison Winters

Principal

Alison Winters Communications

*"You are in good hands."*

email: [alisonkwinters@gmail.com](mailto:alisonkwinters@gmail.com)

cell: 604-828-1649

On Apr 24, 2017, at 9:05 AM, Jones, Angela MIT:EX <[Angela.Jones@gov.bc.ca](mailto:Angela.Jones@gov.bc.ca)> wrote:

Good morning Alison,

Unfortunately Minister Wat is not permitted to provide correspondence during the election period, would a written letter from ministry executive be sufficient during this time?

Best regards,

Angela Jones

Administrative Coordinator

---

From: Alison Winters <[alisonkwinters@gmail.com](mailto:alisonkwinters@gmail.com)>

Sent: April-24-17 7:01 AM

To: Minister, MIT MIT:EX

Cc: Jones, Angela MIT:EX; Irwin, Paul MIT:EX; Acquarone, Francis MIT:EX; Zhu, Raymond MIT:EX; Wanda Wang; Sissi Chen; Alison

Subject: Request a Congratulatory Message on our Mission to China

Dear Min. Wat,

Good Morning!

Please be informed that Istuary Innovation Group (Istuary) is leading <sup>s.1</sup><sub>3,s</sub> Canadian companies in the innovative tech sector to China in May. Needless to say, these Canadian companies do not have substantive contacts in China and are not familiar with the China market and its business practices <sup>s.13,s.17</sup>

Date of the Mission: May 16-27, 2017.

Destination: 5 cities:

May 16-18— Zhuhai May 18-20— Shenzhen May 20-23— Wuhan May 23-25— Hangzhou  
May 25-27— Chengdu

Please find the attached information on the Mission, program activities, and a brief introduction of these BC companies. These companies are very innovative and have great growth potential. We believe that they could be very successful in entering the China market. Consequently, they will be able to expand their business, hire more staff, and bring more benefits to BC. Istuary is very willing to help these companies establish a foothold in China, introduce them to Istuary's contacts in the business sector and various government officials, and provide a platform for these companies to pitch their core business to the business world and different government agencies. As Istuary has many offices and contacts in China and knows how to do business with Chinese companies, it can provide indispensable ground support to these Canadian companies.

We would be most grateful if we could request Min. Wat to send us a congratulatory message on the Mission. The message from Min. Wat would mean a great deal to our Mission, the Mission participants, and the Mission counterparts in China.

We would like to express our gratitude to Min. Wat and her helpful staff, Mr. Paul Irwin, Mr. Francis Acquarone, and Mr. Raymond Zhu for their unfailing assistance and continued support. We feel most fortunate that Min. Wat and her staff are always there to look after and service BC companies so capably and earnestly.

Thank you very much for your attention and prompt assistance.

Yours sincerely,

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cell: 604-828-1649

## **2017 Istuary Innovation Group's China Mission**

### **About Istuary Innovation Group's China Mission**

Istuary Innovation Group (Istuary) helps entrepreneurs and SMEs expand their market reach worldwide through its exchange missions. Based on Istuary's profound and insightful understanding of China's technology market as well as first-hand experiences in global business development, it provides start-ups and innovative tech companies access to an integrated platform comprised of capital funding and global market landing support.

Participants will be able to gain unique opportunities to meet with potential clients in their respective industries to increase their chance of success in extending their business reach. At the same time, Istuary will provide North American start-ups tailored strategies to reach their target market, ultimately bringing North American projects to Istuary's innovation centres in China, including the "China-Canada Industrial Park."

### **Benefits and Expectations**

Through participating in Istuary's China Mission, companies will be able to gain following opportunities:

- Build connections with China's local governments, gain better knowledge on local policies towards China's technology sector and how to obtain support
- Meet with identified funding/investment institutions directly through tradeshows for potential investment resources
- Participate in local industrial park orientation tours, obtain first-hand view of project landing opportunities, as well as up to CDN\$10 Million in funding support from industrial parks

### **Date of the Mission:**

May 16<sup>th</sup> to May 27<sup>th</sup>, 2017.

### **Destination: 5 cities:**

May 16-18-- Zhuhai

May 18-20-- Shenzhen

May 20-23-- Wuhan

May 23-25-- Hangzhou

May 25-27-- Chengdu

### **Mission Program Activities:**

- Meet with potential angel investors and institutional investors
- Have opportunities to deliver a presentation at industry trade shows
- Attend networking events to meet with potential partners, investors and government agency representatives
- Partake in project matchmaking events and to build connections with local government representatives



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www.istuary.com

- Participate in a Project Landing Signing Ceremony as well as an awards ceremony at the Intelligent Manufacturing Experience and Demonstration Center
- Meet with local government representatives

### **Mission Participants:**

s.13,s.17

The other 8 companies from Ontario that participate in Istuary's China Mission are: Big Solve Robotics, Bluewrist, Inmotive, Lucent, Springpower International, Splashtones, Terepac, and RoboDK.

MINISTRY OF JOBS, TRADE AND TECHNOLOGY

INFORMATION NOTE

Cliff: 135672

Date: October 4, 2017

**PREPARED FOR:** Honourable Bruce Ralston, Minister of Jobs, Trade and Technology

**ISSUE:** The registration of Istuary Innovation Labs Inc. in the ministry's venture capital tax credit program was suspended in early August 2017. The company and its principal owner are being sued by investors for alleged fraudulent activity.

**BACKGROUND:**

Istuary Innovation Labs Inc. (Istuary) is a Vancouver-based technology company that was registered in the ministry's venture capital tax credit program in December 2014. The criteria for a company's registration in the program, and the conditions for on-going compliance, are set out in the *Small Business Venture Capital Act* (the "Act").

s.13,s.17

Istuary's principal owner is Mr. Yian "Ethan" Sun. In addition to Istuary, Mr. Sun operates 34 other businesses in BC, as well as companies in Alberta, Ontario and China. Amongst the other businesses Mr. Sun operates in BC are Istuary Idea Labs Inc., a business incubator that provides resources and business advice to start-up technology businesses; also several venture capital funds for investing in start-ups.

Since establishing in Vancouver in 2013, Istuary has had a prominent media profile. For example, in May 2015 Amrik Virk, former Minister of Technology, Innovation and Citizens' Services, and Yuen Pau Woo, former president of HQ Vancouver, were among the dignitaries who participated in or endorsed the official opening of the Istuary Group's new 12,000 sq. ft. incubation facility in downtown Vancouver. In May 2017, the federal government granted Istuary special status under its Start-Up business class program, making it one of about 30 companies to be a "designated business incubator" (see Appendix 2).

## DISCUSSION:

Each year the Investment Capital Branch (the Branch) contracts auditors to conduct compliance audits on a sample of registered companies. Between September 2016 and January 2017, the Branch contracted auditors KPMG to conduct the audits, and Istuary was one of the companies randomly selected for audit.

KPMG's audit assesses a company's compliance with approximately 25 specific program requirements,<sup>s.13</sup>

s.13

Unrelated to the Branch suspending Istuary's registration, recent media reports state that several law suits have been filed against Mr. Sun and Istuary. The reports include that Istuary has not paid its employees since April 2017, and several employees are attempting to recover unpaid wages through the small claims court process. In addition, investors have filed at least 2 claims in the BC Supreme Court alleging that Mr. Sun and his wife, Yulan "Amy" Hu, defrauded and misappropriated investors' money to purchase real estate in Metro Vancouver, and to "pay and maintain their personal lifestyles".

In one law suit the defendants are Mr. Sun and Istuary, along with Istuary Innovation Fund 1 Limited Partnership, and Mr. Brian Chen, CFO of the Istuary group of companies. <sup>s.13</sup>

s.13

No investors or employees have contacted the Investment Capital Branch regarding Mr. Sun or Istuary.

## NEXT STEPS:

- <sup>s.13</sup>



- s.13
- s.13,s.17

## APPENDICES:

Appendix 1 – Venture Capital Tax Credit Program.

Appendix 2 – Istuary's Incubation Facility & Federal Start-Up Visa Program

Appendix 3 – KPMG Audit of Istuary

Appendix 4 s.13

s.13

ADM Contact: James Hammond, 250 952-0367

Prepared by: Matthew Brown, Director, Tax Credit Programs, International Strategy and Competitiveness

Reviewed by		
Dir: MB	ED: NN	ADM: JH

## Appendix 1

### Venture Capital Tax Credit Program

Investors can receive a 30% tax credit on their investment in qualifying companies, up to an annual maximum of \$60,000.

The tax credit is intended to offset some of the risk associated with venture capital investments in order to make a larger pool of early stage capital available to small BC businesses. The Venture Capital Program has an annual tax credit budget of \$38.5 million, which with a 30 percent tax credit, can leverage up to \$128.3 million of equity investment in qualified BC companies.

#### Eligible Small Business Requirements

To be eligible for registration in the Venture Capital Tax Credit Program the business must:

1. Be incorporated under B.C.'s *Business Corporations Act*, or incorporated under Canada's *Business Corporations Act*, or registered in B.C. as an extra-provincial company.
2. Have a permanent place of business in B.C.
3. Be "substantially engaged" in one or more of the approved business activities (see Qualifying Activities below).
4. Pay at least 75 percent of its annual wages and salaries to B.C. employees (50 percent for exporting businesses).
5. Have no more than 100 employees at the time of an initial investment under the VCP.
6. Have no more than 20 percent of its assets located outside B.C.
7. Have raised at least \$25,000 in equity capital.

#### Qualifying Activities

To be eligible for registration in the Venture Capital Tax Credit Program, and for on-going registration, the business must be substantially engaged in at least one of the following activities:

1. Manufacturing and processing of goods produced in British Columbia.
2. Destination tourism.
3. Research and development of proprietary technology.
4. Development of interactive digital new media product.
5. Community diversification outside of the Lower Mainland and the Capital Region.
6. Development of Clean Technologies.

#### Substantially Engaged in a Qualifying Activity

To be substantially engaged, more than 50 percent of the assets and expenses of the business are used in (or more than 50 percent of the revenue is derived from) one or more of the prescribed qualifying activities.

Formula: 
$$\frac{\text{Qualifying Activity Assets} + \text{Qualifying Activity Expenses}}{\text{Total Assets} + \text{Total Expenses}} > 0.5$$

*Activity Assets* = the value of assets of the small business used in B.C. in the prescribed business activity.  
*Total Assets* = the total value of all assets of the small business.

*Activity Expenses* = the expenses of the small business incurred during the calculation period with respect to the portion of the prescribed business activity carried on in B.C. (Costs incurred outside B.C. that are deemed Activity Expenses are costs to market technology to clients outside B.C., attendance at international trade shows, and operation of a demonstration or prototype facility.)

*Total Expenses* = the total of all expenses of the small business incurred during the calculation period with respect to all operations of the small business.

## **Appendix 2**

### **Opening of Istuary Innovation Group's Incubation Facility – May 2015**

In May 2015 the Istuary Innovation Group announced opening of the new 12,000 sq. ft. incubation facilities in downtown Vancouver. The Istuary Idea Labs aimed to nurture new ideas and fresh talent by providing an all-in-one incubation model of integrated research, venture capital, business consulting and media services.

Attendees at the opening of the incubation facility included Amrik Virk, the B.C. Minister of Technology, Innovation and Citizens' Services; Consul ShanJun Yu, Chief of Economic & Commercial Office of Consulate General of the People's Republic of China; Consul Qiang Wang, Chief of Science & Technology Office of Consulate General of the People's Republic of China; Ian MacKay, CEO of the Vancouver Economic Commission (VEC); Mr. James Wang, Councillor of City Burnaby.

Yuen Pau Woo, then President of HQ Vancouver, issued a news release offering his congratulations to Istuary Innovation Group on the opening of their new facility.

### **Federal Government's Start-Up Visa Program**

In May 2017 Istuary Idea Lab was approved as one of the business incubators in the federal government's Start-Up Visa pilot program. There are approximately 30 approved business incubators across Canada.

The Start-Up program is a way for entrepreneurs, or those with desired skills, to seek permanent residency in Canada.

Before an individual can apply for the Start-up Visa Program, they must have the support of a designated organization, either an angel investor group, venture capital fund or business incubator. These are business groups that have been approved to invest in or support possible start-ups.

If a designated organization decides to support a business, it will give the business a Letter of Support. Letters of Support must be submitted with the application.

### Appendix 3

#### KPMG Audit of Istuary Innovation Labs Inc.

- Each year the branch contracts a firm of auditors to conduct compliance audits of a number of companies registered in the tax credit program.
- The purpose of the audits is to ensure that companies registered in the program continue to comply with the requirements of the Act, and tax credit supported funds are used for their intended purposes of developing technologies and helping businesses grow.
- Between September 2016 and January 2017 KPMG was contracted to conduct the audits and Istuary was one of the companies randomly selected for audit.
- During each company audit KPMG staff examine approximately 25 areas of compliance with the *Small Business Venture Capital Act* and regulation.
- The audit process involves KPMG staff reviewing the branch's records, conducting auditee site visits, reviewing corporate and financial records at the auditee's place of business, and conducting audit procedures to identify areas of non-compliance with the Act.
- One of the legislated requirements of the tax credit program is that at least 75% of wages/salaries be paid to BC employees. This is to ensure that tax credit supported funds go to businesses that employ a significant number of BC employees.
- s.13

Page 173 to/à Page 174

Withheld pursuant to/removed as

s.21;s.13

## **SMALL BUSINESS VENTURE CAPITAL ACT**

### **Investment in small business**

**10** (1) A venture capital corporation may make an investment in a small business if the following criteria are met:

(b) unless otherwise provided by regulation, at least 75% of the wages and salaries, determined in the prescribed manner, of the small business are or will be paid to employees who regularly report to work at operations located in British Columbia;

## **SMALL BUSINESS VENTURE CAPITAL REGULATION**

### **Determination of wages and salaries**

**10** (1) The percentage of wages and salaries that are paid to employees of a corporation or corporations for the purposes of section 10 (1) (b) of the Act must be determined in accordance with the following formula:

$$\text{Percentage of wages and salaries} = \frac{\text{Wages (B.C.)}}{\text{Total Wages}} \times 100$$

where

*Wages (B.C.)* = the total remuneration that was paid to employees, of the corporation or corporations, who regularly reported to work at operations located in British Columbia during the calculation period, and

*Total Wages* = the total remuneration that was paid to all employees, of the corporation or corporations, during the calculation period.