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Fourth Annual Cleantech Leadership Summit

CLEANTECH

LEADERSHIP SUMMIT

Report Summary | **2019**



Executive Summary

Catalyzing a Nation of Cleantech Innovators

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"To truly unlock the potential of Canada's cleantech sector, our policies will need more than a tweak, more than a bit of regulation here and some legislation there. Commercializing cleantech ideas globally is a systemic and deliberate exercise borne out of a high-functioning public-private framework."

– Jim Balsillie, Chair, SDTC –

Sustainable Development Technology Canada's (SDTC) Cleantech Leadership Summit was developed as a forum for industry leaders, policymakers, and investors to drive the advancement of cleantech in Canada. The **4th Annual Cleantech Leadership Summit – Catalyzing a Nation of Cleantech Innovators** provided a marketplace of ideas on how Canada can establish the public-private frameworks necessary to drive sustainable innovation in Canada. The Summit was an invaluable opportunity to bridge the gap between 'blue-skying' of ideas – which of course are necessary to innovation – to identifying practical steps Canada can take to secure its position as a global cleantech leader.

This report is a summary of perspectives shared by the more than 200 participants, including expert panelists, discussion leaders, senior government officials and more than 100 CEOs and senior leaders from Canada's leading cleantech companies who participated in this year's Summit.



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Trade Strategies and Realities

Data trade and standards and low carbon, oh my! Canada faces a series of challenges and opportunities when competing on the global stage

Global trade and the success of Canadian innovators are intrinsically linked. As the world becomes smaller and the race to commercialize gains momentum, unilateral trade agreements that foster global market entry are essential to the growth of Canada's cleantech sector.

How do we navigate a landscape that can turn on a dime and ensure Canadian innovators have the tools, processes and support they need to go global?

Navigating the barriers

Recently, there has been a rise in trade barriers ancillary to Canada. These will have widespread impacts for Canadian tech-based businesses – some likely very positive but it remains uncertain what risks may be created for the protection of Canadian data. For example, barriers regarding solar panels entering China create very real micro-economic challenges that affect Canadian cleantech exporters. Furthermore, uncertainty has been heightened because of tensions surrounding the ratification of the Canada-United States-Mexico Agreement (CUSMA) which proposes a digital chapter outlining the parameters to guide the trade of non-tangible and tangible products. This includes customs on digital products, data localization laws, cooperation on cybersecurity and consumer protection.

Our economy is now driven by knowledge and data, leaving it very susceptible to strategic changes in trade and investment policies. It is an asset accumulation game and Canada is a small player.

Adopting nationally recognized standards

According to Richard Tremblay, VP Strategy and Stakeholder Engagement, Standards Council of Canada, there are typically two types of companies. First, there are those that incorporate standards right from the beginning, integrating them into their research and development (R&D) activities. These companies are typically successful in bringing their product to market. Then, there are small and medium enterprises (SMEs) that wait to integrate standards when they scale up. Most of these companies fail to be successful and, sadly, represent the majority of Canadian businesses.

Moderator:

Shawn McCarthy, Globe & Mail

Panelists:

- Ailish Campbell, Chief Trade Commissioner, Government of Canada
- Dan Ciuriak, Senior Fellow, Centre for International Governance Innovation
- Patricia Fuller, Ambassador for Climate Change, Government of Canada
- Leah Lawrence, President and CEO, SDTC
- Richard Tremblay, VP Strategy and Stakeholder Engagement, Standards Council of Canada



One of the challenges facing the Standards Council of Canada is determining how to support early stage entrepreneurs with limited resources adopt a standardization strategy. Working to develop standards early can help expand a company's market share as they grow and begin the process of commercialization. **If cleantech companies engage in the creation and development of standards, it would lead to faster global adoption and acceptance of their products.**

"Standards are voluntary until they become mandatory under regulation. A strong regulatory market framework could help cleantech companies bring their innovation to market faster. To do this, cleantech companies need to be at the table when these standards are developed."

– Richard Tremblay, VP Strategy and Stakeholder Engagement,
Standards Council of Canada –

With the current regulatory and trade environment, cleantech companies need to be leading the charge on standards development. They can't afford to wait for another body to develop standards that will impact their ability to enter new markets. **Cleantech companies need to be standard setters, not standard takers.**

Pushing for a low carbon economy

Panelists also discussed how the ratification of the Paris Agreement to reduce greenhouse gas emissions has countries redoubling their cleantech investments as they adopt policies and strategies to meet these targets. As clean technology continues to grow in Canada, there is potential for Canada to be a global leader and to positively brand Canadian cleantech in new markets. The challenge is to keep moving and pushing forward domestic policy frameworks and investment programs, while keeping pace with global advancements. Canada needs to ensure the right mix of tools are in place to support cleantech companies from research, development and demonstration through to export.

"We need to set the goal of being leaders, and not laggards, in the transition to the low carbon economy. The rewards for that will be significant. We are an energy leader. We need to be a clean energy leader. We have the potential to do that. Much of it is in this room."

– Patricia Fuller, Ambassador for Climate Change, Government of Canada –

Canada continues to aggressively sign trade agreements to provide Canadian businesses with access to \$1.5 trillion of the world's richest consumers. However, trade agreements alone are not enough to propel Canadian companies to global growth. A collective understanding amongst both the public and private sector is necessary to understand the competitive landscape, to spur improvements and to continually assess if we are allocating our time and resources properly. If not, we must pivot and quickly alter course to not waste any time in the race to commercialize.



Leveraging the value of data and IP in asset accumulation

The world is moving in a direction that is not well-suited to free trade agreements as they are meant for win-win deals. The modern era of IP and data is about asset accumulation which is win-lose. Canada has one of the 10 largest economies in the world and we must leverage our relationships with other leading industrialized nations to find mutually beneficial agreements on asset accumulation.

The most important IP today is trade secrets, according to Dan Ciuriak, Senior Fellow, Centre for International Governance Innovation. When deals are signed that protect algorithms and data, the benefit of transparency is lost. You can't see data you don't have access to. So how do we move forward? This is a difficult question, but one we need to address head on. We can't afford to neglect the data paradigm. **One of many necessary actions to address this is the adoption and development of a national asset accumulation strategy.**

What would this strategy entail and how can it have the greatest impact for Canadian cleantech businesses? It was clear from the discussion that the competitive environment for companies is changing. There are certain business practices which companies need to be aware of to thrive in this new environment. A key practice must be that of educating entrepreneurs on the value of their IP. Dan Ciuriak reflected, "If you sign away your rights or value in the early days because you don't know what you have, you won't have anything later and you may have to sell your business." These are technical, detailed activities that require specific tools from industry and government and are necessary as traditional business models are being disrupted at unprecedented rates.

Securing our "home market" through strategic investments

As the pace of innovation accelerates and the time horizon for calculating return on investments continues to shrink, there is an opportunity to leverage public sector investment to generate demand for clean technologies while ensuring the value of made-in-Canada innovations remains in Canada.

To invest strategically, we need more "home market data." Private and public sector organizations require more data to highlight efficiency opportunities in Canada across sectors – from roads and transportation to energy grids and water usage. For example, the ability to connect smart technologies directly to large emitters, producers and consumers, overlaid with piloting new forms of infrastructure is a powerful area of potential high-volume activity. To generate the tangible proof points necessary to capitalize on this opportunity, we need diversified data pulled directly from the source – where Canadian companies are operating.

We also need to lean on our government and public institutions for support. As Ailish Campbell, Chief Trade Commissioner, Government of Canada noted, "It's the government's job to make sure that there is no wrong door as you grow your company from Canada. The mission is Headquarters Canada. What does that mean? It means you're able to base and grow your company globally, from Canada."



What we learned

- ✓ Domestic policy frameworks and investment programs must keep pace with global advancements to help Canadian entrepreneurs compete. Data and IP protection must be prioritized. Accumulation of these assets is key to win the race to commercialize.
- ✓ We must be standard setters, not standard takers. We must be strategic from the very infancy of innovation and review what standards need to be adopted or created to support global commercialization.
- ✓ We need more “home market data” to highlight efficiency opportunities across sectors in Canada.

Scale-up Insights: What Commercialization and Export Strategies are Companies Using Now?

“Where is our business? D-Wave has dozens of customers around the world and 99.7% of our business is outside of Canada.”

– Warren Wall, Executive Vice President, Corporate Affairs, D-Wave Systems –

What is holding Canada back? Our domestic commercialization challenges

Canada is a nation of early adopters, but having the best product at the best price is still the number one driver of business. **Winning the trust of Canadian companies and the Canadian government to deploy new cleantech solutions in the early stages of innovation is a hurdle that exists today.** While the needle is moving towards greater recognition of Canada’s homegrown cleantech talent, we must continue to push beyond the status quo if Canadian entrepreneurs are to become global leaders.

This panel discussed the need for industry, academia, the marketplace and innovators to collaborate to drive transformational change in traditional sectors. Canada must not only keep pace, but lead this change by taking more risks, putting increased funds toward made-in-Canada innovations and investing in IP protection.

How do we encourage a more holistic view to gauge the right mix of tactics to support scale-up? It was agreed that supporting Canadian entrepreneurs in scaling their products and services into the global cleantech market should be a collective priority. Private and public sector leaders need to work together on practical solutions to tackle barriers Canadian cleantech companies face in the race to commercialize.

Protecting Canada’s intellectual property

The global economy is increasingly becoming knowledge based with IP acquisition becoming an integral part of trade. As a result, there are growing security concerns here in Canada that most of our data and information technology is becoming transferable and outsourced to other countries. Recent examples include the alleged unauthorized transfer of Canadian 5G IP to foreign, state-owned companies and the potential threat this poses to Canadian economic security.

The good news is there are leaders within Canada’s cleantech ecosystem who are championing the development of strategic data and IP ownership frameworks and freedom-to-operate policies. This work is not done yet, but what can Canadian companies do as an effective stopgap?

Moderator:

Murad Hemmadi, The Logic

Panelists:

- Karlis Vasarais, President, Imtex Membranes
- Warren Wall, EVP Corporate Affairs, D-Wave Systems
- Ellen McGregor, President and CEO, Fielding Environmental
- Mike Andrade, CEO, Morgan Solar



Mike Andrade, CEO, Morgan Solar, shared a three-step process companies should undertake to protect their IP:

- 1) Look at more than just patents; look at the right partners.
- 2) Isolate patented technology design from their partners.
- 3) Set up a supply chain that separates out the delivery of all the components so that no one player has access to the entire value chain.

Many of the panelists, who shared stories that highlighted how Canadian companies on the frontlines, are familiar with the IP challenges associated with scaling their offerings post commercialization. It is common for the sale of pilot projects into global markets to stall because of IP grabs or unfair business terms. Imtex Membranes President Karlis Vasarais experienced this firsthand. He stressed the importance of identifying the right consortium members to foster potential and fair partnerships and to leverage government support to be a neutral broker between innovators and market partners. **Canadian companies can start protecting their IP and strengthening their go-to market strategies today by sharing and leveraging best practices. It is in their mutual interest to do so.**

Collaborating for success

To push the envelope and set Canadian companies up for success, panelists agreed it is critical to connect research and development investment with real industry challenges. **Enhancing 'on-the-job' experiences for post-secondary students will be a catalyst to prepare the workforce of tomorrow for the real demands of the sector and help ensure curriculums remain relevant.**

Warren Wall, EVP Corporate Affairs, D-Wave Systems, spoke to his work with the Digital Supercluster in British Columbia that is redefining traditional collaboration – all projects undertaken by the supercluster must include partners from academia, a SME and a potential customer.

“We’re bringing in companies that would have never talked before and never would have thought about bringing in universities to work on this. Because they’re forced in this supercluster, it’s helping to connect the universities with real industry problems.”

– Warren Wall, EVP Corporate Affairs, D-Wave Systems –

To successfully enter global markets, Canadian companies should collaborate with the public sector. All levels of government must continue to step up to the plate to advance our cleantech sector and provide the regulatory environment, support and funding needed to advance innovation and commercialization. As other countries race to invest in cleantech, companies operating within those nations are getting a leg up.



“It is very difficult to win the trust of Canadians for that first-time acquisition. There is no question that this is a hurdle we must bridge. And it is a hurdle with government, as well. We don’t have a Canadian mindset. It’s somehow, in my experience, and this may sound controversial, it’s almost un-Canadian to say we should think about Canadians first.”

– Ellen McGregor, President and CEO, Fielding Environmental –

The panel highlighted the need for a ‘Canada-first’ point of view, one that leverages whole-of-government opportunities to invest in Canada’s best cleantech scale-ups. By encouraging government institutions to work together and putting that work into action, industry can close the export gap sooner and establish strong footing to enable commercial success.

Evaluating risk tolerance

Whether using a broker or going directly to market, it is important to have conversations with shareholders and ask some pointed questions. What is the appetite for risk? What is your economic and talent bandwidth? Companies may have foundational elements in place – secure IP, strong R&D and a solid investment strategy – but without assessment of risk and a careful balance between too conservative and too bullish, they may find themselves at a disadvantage.

President and CEO of Fielding Environmental Ellen McGregor understands this balance. Beginning with a “toe in the water” market entry approach, which leveraged brokers to crack into the U.S. market, her company was able to confirm traction and product market fit without throwing money to the wind. Being strategic and knowing what the tolerance for risk is has led her to develop an export strategy that aligns with the company vision.

All Canadian companies – no matter where they are in their start-up or scale-up journey – need to be honest with themselves about the desired endgame, manage the risk accordingly and develop a clear implementation strategy around the two.

What we learned

- ✓ IP is a valuable intangible asset that must be protected. Sharing knowledge and leveraging best practices are tools companies have at their disposal today to help protect their IP as they scale into new global markets.
- ✓ There can be no success without collaboration from industry, academia and government decision makers. Bringing these key players together in support of a ‘Canada-first’ action plan is critical to grow cleantech exports.
- ✓ Understanding risk tolerance early on is essential to creating a go-to export strategy that is in line with company vision and responsive to market realities.

Helping Canadian Companies Grow in the Global Marketplace through Exports

“We want our programs and supports to work for you. ... We want to be able to hold your hand and get you there. I want you to think about government in this way; that whatever door you come in, there is no wrong door.”

– The Honourable Mary Ng, Minister of Small Business and Export Promotion –

Looking over the cliff, and deciding to fly

This panel discussed how industry is changing at a rapid pace, largely driven by consumer demand for greener, more environmentally progressive practices and innovations. With the greatest push of our time to reduce emissions, disrupt traditional sectors and market innovations, how can Canada create the processes, support and momentum to be a cleantech leader? To meet Canada’s objective of clean technology being a top five export industry worth \$20 billion by 2025, concerted and collaborative action is needed to protect Canadian data and IP. As investors in the industry and financial supporters, we need to take more risks. **We can’t afford to have paralysis by analysis.** We need to support Canadian companies as they iterate their innovations and race for their place at the cleantech podium.

What we wish we knew – lessons learned from cleantech success stories

It is important for Canadian companies to grow and to grow by accessing the global marketplace through export. It was agreed that sharing lessons and advice for cleantech companies looking to grow in the global economy is a first step in helping Canadian innovators stay in Canada.

When a company is ready to export, there is often a cultural change that happens as the talent and skills needed for global growth are acquired. For Karen Hamberg of Westport Innovations, building, supporting, and retaining Canadian talent must be nurtured.

Moderator:

The Honourable Mary Ng, Minister of Small Business and Export Promotion

Panelists:

- Karen Hamberg, Vice President of Strategy, Westport Innovations
- Hamid Arabzadeh, President and CEO, Ranovus
- Michael Gilbert, CEO and Founder, Semios

“Westport Innovations is a Canadian cleantech success story. We’re one that has been able to grow and scale through incredible support and some incredible luck. There is talent that is needed at different stages. The entrepreneur that gets the first funding and takes the company public may not be the same as the executive that is trying to navigate and build global supply chains in really competitive markets.”

– Karen Hamberg, Vice President of Strategy, Westport Innovations –

Panelists shared that having expertise in the market you are expanding into is invaluable. Discussing transactions, protecting and monetizing IP are all critical considerations, but **having local talent and expertise to guide and govern is critical when building support and retaining Canadian companies.** The kind of investments the Canadian government is making, particularly in export diversification, takes each of these facets into consideration with one goal in mind: helping Canadian companies to be successful at home and abroad.

Participants also learned more about the continuum of progressive funding vehicles and support, including SDTC, Export Development Canada (EDC) and the Business Development Bank of Canada (BDC), to help companies access the right markets and afford the right mix of talent. Tailoring business models and market strategies for individual markets and channel partners is paramount.

Hamid Arabzadeh, President and CEO, Ranovus, noted how working alongside government creates a community, which can be leveraged for connections.

“In the early stages of a business, changes are continuous, so having large and strong partners on your side is beneficial; because when you start small you don’t really know all the dynamics.”

– Hamid Arabzadeh, President and CEO, Ranovus –

Companies need to understand that confidence in their product is not enough to break into a new market. Michael Gilbert, CEO of Semios, advises companies to spend time innovating their business models, their team and their go-to market strategies.

Owning the cleantech podium

If Canada is to reach the top of the cleantech podium, continued leadership and a culture shift within our government institutions will enable Canadian cleantech companies to scale, and fast. Panelists highlighted how the creation and implementation of a national data strategy is one piece of the puzzle to reach this goal.

“Data is the next big frontier for all industries, including cleantech. We have to be aggressive on our take on data, how we treat it and how we acquire it.”

– Michael Gilbert, CEO and Founder, Semios –

Data is providing the biggest opportunity for Canadian cleantech companies in the international marketplace and intangible IP is the current currency of choice. Our universities are vulnerable right now. There is limited capacity to generate IP from our post-secondary institutions. We need to encourage academia to work together with innovators and disruptors.

Canada is not trying to scale just technologies and companies, but also solutions. **Funding is part of the solution, as is regulatory agility. What can be done to help the small start-ups?** One solution is superclusters that force different kinds of companies to work together. Michael Gilbert offered his support for these types of projects, noting that often when big companies build a product, they need smaller companies to help fill gaps.

Some argue there are inherent advantages to being small – including capacity to innovate faster. What small companies lack in funds (often bootstrapped for years on end), they can gain simply by understanding the value of their innovative IP. As Hamid Arabzadeh pointed out, **even a company with no revenue could have half a billion dollars' worth of intangible assets at their fingertips.**

The panel acknowledged the common thread is knowledge sharing. Industry and government can help small companies understand how their company solutions fit into the big picture, guiding the development of a robust data and IP strategy. The trouble is companies often do not know where to look for support. Programs, such as the Clean Growth Hub, help companies navigate the funding and regulatory landscape, training and development for these small companies. Greater concerted effort is required in building awareness of the government programs and support available to them – leveraging academic institutions, incubator programs, industry influencers and more to help spread the word.

“Having mechanisms like the Clean Growth Hub has been really helping companies with a one-window approach. If you go there, you get a Sherpa that helps you navigate the process.”

– Karen Hamberg, Vice President of Strategy, Westport Innovations –

Following the yellow brick road to opportunity

Despite the current challenges involved in exporting, the panelists agreed that it is “export or die” in the global economy. The road ahead is bright with new business opportunities – from data to environmental action. There is a wealth of market intelligence to be gained outside of Canada. **Rather than reinvent the wheel, Canadian companies should investigate the wheel elsewhere, adapt it, innovate and make it more sustainable.**

“Wherever your best customer is, that’s where you should be today,” said Michael Gilbert, who added that hopping on a plane and learning from your customers in their marketplace means they can tell you exactly what they want and how to build your product. This includes getting boots on the ground in more challenging markets. India and China, two of the largest data centres and 5G markets in the world cannot be ignored – Canadian companies need to find a way to work with them while still carefully evaluating relationships and potential investments from partners in these countries.

Environmental action is one of the biggest worldwide opportunities where Canada can have visible skin in the game. It is increasingly being seen not just as an environmental crisis but a health crisis – reminiscent of the Industrial Revolution when black smoke attacked breathable air. The rise of cleantech innovation presents an opportunity to tackle this rising socio-economic concern. For example, the European Union is enacting its first heavy-duty CO2 regulations to better connect regulations to policy targets. Panelists



agreed this will create many prospects for Canadian SMEs to be a part of a multi-billion dollar supply chain with long lead-time regulatory certainty.

Meanwhile, Canadian companies have never had more sources of government funding to help them take on these golden opportunities. **With the right support and a culture shift towards greater agility, Canadian cleantech will earn its gold medal atop the podium.**

What we learned

- ✓ Confidence in product and service does not always translate in new markets.
- ✓ Recruiting local talent, expertise, and tailoring business models and strategies to individual markets is paramount to success.
- ✓ The creation and implementation of a national data strategy will allow Canadian companies to understand the value of, and leverage, their IP. Recognizing the value of intangible assets can help companies break into the global marketplace.
- ✓ Greater concerted effort is required in building awareness of the government programs and support available to SMEs.

INVESTMENT SPOTLIGHT

SDTC launches pilot project and partners with accelerators to provide seed funding to four potential game-changing technologies

“These investments will help cleantech entrepreneurs transform their ideas into globally competitive cleantech solutions. Congratulations to the first four successful recipients!”

– The Honourable Mary Ng, Minister of Small Business and Export Promotion –

Honourable Mary Ng, Minister of Small Business and Export Promotion announced that SDTC is partnering with up to eight incubators and accelerators across the country in a pilot project to find and support Canada’s most promising early stage cleantech entrepreneurs.

Clean technology is a megatrend that will affect most sectors at varying speeds. This initiative will provide the right funding at the right time to help cleantech entrepreneurs develop businesses that are tackling some of the world’s greatest sustainability challenges.

The pilot launched with four grants of \$100,000 or less to companies with potential breakthrough technologies in agriculture, energy, power generation and traffic management. The first four recipients were:

- Brisk Synergies, supported by Accelerator Centre (Waterloo, ON). They are developing a technology to reduce traffic accidents and congestion.
- Intelline, supported by Velocity (Waterloo, ON). They are building and testing industrial cryocoolers that are smaller, lighter and more efficient than copper-based equivalents.
- Direct-C, supported by TEC Edmonton (Edmonton, AB). They have patented sensor technology using polymer-based “paint” substances mixed with nanoparticles that can be applied to large surfaces in order to measure temperature, stress/strain/cracking, or chemical exposure.
- SoilReader, supported by Manitoba Technology Accelerator (Winnipeg, MB). They are developing a technology for real-time, precision soil analysis in the agricultural sector.

Creating a Marketplace of Ideas to Drive Cleantech in Canada Forward

Bringing together our nation’s foremost cleantech leaders, CEOs, investors, industry, academia and government in a series of focused conversations, a true ‘marketplace of ideas’ was born.

Participants engaged in thoughtful, frank-talk breakouts, tackling a broad spectrum of pressing themes. These sessions provided opportunity for practical discussions on a variety of themes from *“What do Investors Want”* offering real insight on the merits of crafting a compelling pitch; to *“Pathways to Commercialization”* evaluating new opportunities in Data and IP and Standards and Smart Cities; to *“Securing Sales and Scaling Up”* which offered a relevant segue into *“Going Global: Export Markets.”*

As SDTC Chair Jim Balsillie noted in his opening remarks, changing old orthodoxies is never easy, but it can be done. It was abundantly clear throughout the Summit that the appetite from both the public and private sector to unlock the true potential of Canadian cleantech companies is growing.

These sessions weren’t to simply talk about issues – they were a constructive exchange of ideas. The dynamic leaders at the Summit were identifying and driving change.

Collectively, leaders in Canada’s public and private sectors can work together to develop a framework that will build greater capacity for IP and data strategies, reorient Canada’s marketplace frameworks to fit with how today’s global economy operates and create solutions that advance both our sustainability and prosperity by rapidly growing Canada’s cleantech sector.

Continuing the Conversation: What We Heard and What We Learned

With more than 200 people in attendance, 75 presenters and discussion leaders and standing room only in many of the afternoon breakout sessions, we reconvened to capture immediate impressions and next steps. This summary provides a glimpse into how we expect participants to incorporate what they learned into action.

Jim Hinton, Founder of Own Innovation, highlighted how crucial the conversations about intangible innovation assets such as talent, IP and data are. “The talent that creates the IP, the data, the IP strategies all linking together, we saw some great examples in the Primary Industries session about how all of these are driven through the economics of the data that the companies have and are able to drive their business. And so, I see a lot of opportunity, especially where Canada has this strategic advantage as a clean technology leader, to really grow and capitalize on global markets.”

The panel highlighted it is appearing increasingly evident that smart cities and cleantech are becoming one. Installing connected infrastructure that generates new data allows for improved services and improved outcomes for residents. There are large economic, social, and environmental benefits for many industry sectors. Ensuring local democracies keep their core governance structures intact during intense periods of modernization is key.

According to Andy Best, the Executive Director of Open City Network, the way to succeed is to “ensure that your technology uses open architecture and can be interoperable with other city systems. **It can be a fuel for innovation when public data remains in public hands.** This ultimately helps support the digital and cultural transformation of our organization.”

Moderator:

Leah Lawrence, President and CEO, SDTC

Panelists:

- Brenda Kenny, SDTC Member Council
- Jo Kennelly, VP Strategy, Sightline Innovation
- Andy Best, Executive Director, Open City Network
- Jim Hinton, Founder, Own Innovation
- Ellen McGregor, CEO, Fielding Environmental

“We have to be careful as a country as we move into smart cities and into open data, that we’re actually not setting our citizens up to just be micro targeted by Amazon and Google and others.”

– Jo Kennelly, VP Strategy, Sightline Innovation –

The topic of who collects data, how data is shared and how it is monetized was a hot button issue throughout the day, especially in conversations about public policy governing smart cities.

Fielding Environmental’s CEO, Ellen McGregor, attended all four SDTC Leadership Summits. Her biggest takeaway of the day? **The conversations about the intersection between the intangible economy, the**



standard tangible economy and the cleantech economy, and the spirit of collaboration between all these ecosystems.

“This country can pull together and it will absolutely crosscut any change in government if there was going to be one, because this is about growing a low carbon economy through the combination of tangible and a large part of intangible contributions. We can do it together and we will do it together. I felt the spirit.”

Jo Kennelly, the Vice President of Sightline Innovation, reflected that the discussion and tone in the sessions she participated in about opening up markets to China is very different to what it was even two years ago. This type of dialogue, practical thoughts about what works and what doesn't and sharing winning strategies on how to enter new markets, is why SDTC should continue to convene cleantech leaders at summits like these. The opportunity to share knowledge, with peers and competitors alike, furthers our shared ambition to advance Canadian clean technology in both domestic and global markets.

Looking ahead, in one year from now, what progress do we need to have made?

Both Jim Hinton and Andy Best voiced their hope of seeing SDTC companies work together to tackle challenges. “On the data front, there were so many good opportunities for companies who share common interests to work together. There are many common opportunities with different datasets and different technologies as they go global. The market is global and the competitors are much bigger and fiercer and so banding together, I think, is where the opportunity is the strongest.”

Jo Kennelly stated her support for shortening the investing lifecycle of the federal procurement process. “I'd like to see government, as the original investor in your company through these grants that are available, actually then help take companies to the next stage in the procurement process and not take your idea and put it out to tender,” she said. Continuing to define the role of government in facilitating the success of private enterprise, particularly in the cleantech space, must continue to be articulated for Canada's continued prosperity.

Looking four or five years down the road, Ellen McGregor believes we'll be looking back and saying “These are the kinds of jobs that were produced. These are the kinds of policies that were created as a result of these kinds of dialogues. Through data protection and the stimulation of growth of cleantech industry, these are the ways through which SDTC has helped Canada enjoy economic benefits.”

“At SDTC, we leverage partnerships across Canada and we listen to input from the growing national community of cleantech entrepreneurs. These creative, forward-thinking people need support to get ideas from the sketch pad to the launch pad. We are building programs that are as nimble and responsive as the entrepreneurs themselves.”

– Leah Lawrence, President and CEO, SDTC –



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Appendix: Summit Agenda

Fourth Annual Cleantech Leadership Summit Catalyzing a Nation of Cleantech Innovators

Wednesday, May 8, 2019 | Ottawa Art Gallery

- 0900** Welcome, Zoë Kolbuc, VP Partnerships, SDTC
- 0910** Welcome and Opening Remarks, Jim Balsillie, Chair, SDTC Board of Directors
- 0930** Panel Discussion - Trade Strategies, Trade Realities: Conflicts and Opportunities
AI and ethics a priority for the G7. Yellow Vests protesting fuel tax increases in France. New, albeit non-binding provisions on clean technology trade in the CUSMA trade agreement. And do these things have anything in common? What do they mean for Canadian cleantech entrepreneurs looking to compete on the global stage? How might public policy makers and cleantech CEOs work together to respond?
- 1030** Networking break
- 1050** Panel Discussion - Scale-up Insights: What Commercialization and Export Strategies are Companies Using Now?
Domestic commercialization challenges. Trade barriers on everything from steel and aluminum to solar panels and canola. Cooling Chinese investment in Canadian cleantech. There have been significant headwinds in the face of overall cleantech commercialization and export expansion. What is working and what isn't as Canadian cleantech companies look to scale-up in Canada and around the world?
- 1150** Lunch and Networking break
- 1220** Seed Funding Announcement by Honourable Mary Ng, Minister of Small Business and Export Promotion
- 1230** Panel Discussion – Helping Canadian Companies Grow in the Global Marketplace
- 1300** Breakout Sessions
- 1620** Panel Discussion – Continuing the Conversation: What We Heard and What We Learned
- 1650** Closing Remarks, Leah Lawrence, President & CEO, SDTC
- 1700** Reception with the Honourable Bardish Chagger, Leader of the Government in the House of Commons



**SUSTAINABLE DEVELOPMENT
TECHNOLOGY CANADA**

**TECHNOLOGIES DU DEVELOPPEMENT
DURABLE CANADA**

CLEANTECH

LEADERSHIP SUMMIT

BREAKOUT SESSIONS

CATALYZING A NATION OF CLEANTECH INNOVATORS

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KEY TAKEAWAYS/ACTION ITEMS

WHAT DO INVESTORS WANT?	PATHWAYS TO COMMERCIALIZATION		SECURING SALES & SCALING-UP	GOING GLOBAL: EXPORT MARKETS
<u>Seed Funding</u>	<u>Is Data Different? Data vs IP</u>	<u>Why Standards Matter</u>	<u>Making a Shortlist: How to work with the Government of Canada</u>	<u>United States</u>
<u>Venture Capital</u>	<u>Data & IP: Food</u>	<u>Unlocking the Smart Cities Opportunity in Big Urban Centres</u>	<u>Greening Government: Cleantech Priorities for the Federal Government</u>	<u>Asia</u>
<u>Project Finance</u>	<u>Data & IP: Primary Industries</u>	<u>Size Doesn't Matter: Smart Cities Stories From Small and Medium Sized Cities</u>	<u>Accelerating Your Scale-up Journey Getting Access to Facilities, Permits, Funds and Markets</u>	<u>European Union</u>

KEY TAKEAWAYS/ACTION ITEMS

What Do Investors Want?

Seed Funding

Chris Wormald, CEO of VeraMito led this discussion, joined by:

- Joshua Wong, President & CEO, Opus One Solutions
- James Larsen, CEO, e-Zn Inc.
- Benoit Forcier, Director, Cleantech Practice, BDC
- Johanne Sévigny, Managing Partner & VP Enterprise, EcoFuel

The discussion focused on how to secure early stage funding and how SDTC can better support companies in their earlier funding questions. We asked the room: How do you develop a compelling scale up business model? How can entrepreneurs identify the best funding model for their ideas? What are the main barriers entrepreneurs face in accessing funding?

What we learned:

- Companies can accelerate the process for Canadian Venture Capitalists by having a clear business plan and ensuring that they clearly understand their market and their competitive edge
- Articulating this value is essential to securing funding and attracting the attention of Venture Capitalists
- Seed funding is a journey: it takes time and it is critical to nurture the relationship and build trust with your network through proven expertise and commitment to your product/innovation
- Entrepreneurs must know their next milestone and match risk tolerance with the expectations of the funding source
- Entrepreneurs should ensure each dollar is spent carefully and they should also seek out mentors and advisors with experience and 'skin in the game'
- Networking and leveraging relationships are essential to identify opportunities – use tools to manage and track contacts

KEY TAKEAWAYS/ACTION ITEMS

What Do Investors Want? Venture Capital

John Ruffolo, SDTC Member Council led this discussion, joined by:

- Philippe Babin, President, Aeponyx Inc
- Susan Rohac, Vice President, Cleantech Practice, BDC
- Peter McArthur, Senior Account Manager, Knowledge Based Industries - Ontario, ICT and Cleantech, RBC
- Geneviève Morin, CEO, Anges Québec Capital

The discussion focused on how to attract venture capital funding and how SDTC can better guide companies to access this market. We asked the room: What is the right time in a company's growth cycle to seek venture capital (VC) over other types of funding? What commercial banking solutions can companies access? What do VC funders look for when deciding where to invest?

What we learned:

- Collectively we have a voice to help shape public policy
- SDTC's due diligence offers a company credibility and can be leveraged to secure VC funding
- Work with accelerators to help expand your network of VCs
- VCs look for products that are a 'need to have' – procurement is a big part of the solution. Entrepreneurs should seek sales sooner in the cycle
- Encouraging companies to make bold decisions to invest in new technologies is essential to commercialization and growth
- Demonstrate your understanding of your audience and your product – how will this be different from what consumers can already access?
- Countries with the greatest cleantech investment environments (namely Israel, U.S., China) have fundamental environmental drivers for action

KEY TAKEAWAYS/ACTION ITEMS

What Do Investors Want?

Project Finance

Christian Zabbal, Managing Director, Spring Lane Capital and Leo de Bever, Chairman, Nautical Energy led this discussion, joined by:

- Ashley Glen, Senior Associate, EDC
- Scott Nelson, President & CEO, Titanium Corporation
- Guy Adam, Vice President, Sustainable Development, Alliance Magnesium
- Ken Manget, Former Global Head, Relationship Investing, Ontario Teacher's Pension Plan
- Richard Goodman, Head of Capital Development, TMX Group

The discussion focused on how to access project financing and how SDTC can better guide companies to access financing for projects. We asked the room: How can entrepreneurs identify the best funding model for their ideas? What are the main barriers entrepreneurs face in accessing funding?

What we learned:

- There are two types of project financing to consider:
 - Off-balance sheet project finance: targeted to large-scale facilities that convert raw inputs into a finished product
 - Smaller-scale asset finance: targeted to products that can provide a useful service to an end user
- Each type of project finance carries different risk profiles and will potentially access different pools of capital; it is important to distinguish which category you fall into
- Entrepreneurs must develop and leverage expertise to prepare business plans that meet the requirements of what these investors are looking for
- The level of detail and sophistication required for project finance investors is usually higher than for a grant application. However, entrepreneurs can encourage financiers to leverage earlier work from granting agencies as part of the due diligence process
- Entrepreneurs should seek expertise from a financial advisor who understands how to translate their business case into the language that financiers will understand

KEY TAKEAWAYS/ACTION ITEMS

Pathways to Commercialization Is Data Different? Data vs IP

Peter Cowan, Principal Consultant, Northworks IP and Jim Hinton, Founder, Own Innovation led this discussion, joined by:

- Erin Campbell, Director of Patent Policy, Department of Innovation, Science and Economic Development (ISED)
- Jo Kennelly, Vice President, Strategy, Sightline Innovation
- Steven Koles, President & CEO, Hifi Engineering Inc.

The discussion focused on how companies can make better strategic use of their IP and data. We asked the room: How can companies better understand the value of their data assets? What are the components of a 'good' IP strategy? How can companies better protect their IP assets?

What we learned:

- Collectively, we need to change how we think about data – the 'exchange' of data as opposed to sharing data
- Entrepreneurs should continue to work with governments and organizations like SDTC to drive legislative and policy change that is enabling and proactive rather than reactive. This will foster innovation
- Entrepreneurs and cleantech leaders should also continue to work with industry to include data clauses in licensing agreements
- Leverage SDTC's and other associations' expertise to communicate with businesses what their options are regarding IP and what standards are currently in place
- Companies should engage with the Standards Council of Canada early in their processes to ensure standards are working for them, not against them
- Continue to explore possibilities for creating new IP and partnering with other companies to share and create new business opportunities

KEY TAKEAWAYS/ACTION ITEMS

Pathways to Commercialization

Data & IP Workshop: Food

Jo Kennelly, VP Strategy, Sightline Innovation led this discussion, joined by:

- Bruce Ringrose, Head of Sustainability and Stakeholder Relations, Farmers Edge Inc.
- Graeme Herring, Vice President, Intellectual Property Strategy, Terramera
- Harjeet Bajaj, President & CEO, Savormetrics
- Saber Miresmailli, Chairman and CEO, Ecoation

The discussion focused on how can companies make better strategic use of their data and add value to the agri-food ecosystem? We asked the room: What are the overlaps between food traceability and the environment? How can companies make better use of their data? What are the key lessons we can learn from recent developments in this area?

What we learned:

- Cleantech companies need to work together with agricultural companies and leaders to create stronger bridges between technology and agriculture and ‘change the minds of growers’ – inform them on the use of data and AI as a benefit to their existing businesses
- Work with government to make sure there are standards in place that support data from the agriculture sector in terms of how it is collected, shared, and managed
- We need leadership on what is done with data once it’s collected and how we ensure it is used to advance Canadian industries
- We need to explore a transparent trusted network for agricultural data exchange, with the goal of having Canadian companies working together to benefit the Canadian economy
- Industry collaboration will be essential to foster discussion on what data should be, ‘closed’ vs ‘open’
- We must ensure government is giving due attention to the integration of data to Canada’s competitiveness and how we disrupt the traditional sectors in a thoughtful and innovative manner that puts Canadian innovation first

KEY TAKEAWAYS/ACTION ITEMS

Pathways to Commercialization Data & IP Workshop: Primary Industries

Ian MacGregor, President & CEO, North West Refining led this discussion, joined by:

- Mallika Nanduri Bhatt, Director General, Policy and Planning, Natural Resources Canada (NRCan)
- Jim Hinton, Founder, Own Innovation
- Jeff More, President & CEO, MineSense Technologies Inc.
- Steven Koles, President & CEO, Hifi Engineering Inc.

The discussion focused on how IP and data can lead to faster commercialization. We asked the room: How can we generate intangibles that can be commercialized in Canada? What are some of the key lessons learned in this area? How do we understand and better utilize the data in primary industries?

What we learned:

- Continue the dialogue regarding the ‘road to commercialization’ – evaluate risks and opportunities, and place emphasis on how we speed up commercialization to bring Canadian products and innovations to the market first
- Work with Canadian companies, through organizations like SDTC, to empower businesses to understand the importance of data to their organization, decision-making processes and business planning cycles
- Ensure data doesn’t go into a ‘black box’ but is harnessed effectively and strategically
- Explore the need for ‘rules’ or standards around commercial vs private data (i.e. is one open vs closed)
- For open data, what is the strategic advantage and how do we harness its power to drive Canadian innovation and bring lessons learned to entrepreneurs?
- Work with early stage companies on the value of IP and its commercial benefits to Canada
- Subject matter expertise is still required – data scientists need to understand the sector from which they are ‘harvesting’ data – work to bridge connections and partnerships (i.e. agriculture and data scientists working collectively to realize data power and potential in this sector)

KEY TAKEAWAYS/ACTION ITEMS

Pathways to Commercialization

Why Standards Matter

Keith Jansa, Executive Director, CIO Strategy Council led this discussion, joined by:

- Silvia Maciunas, Former Deputy Director, Environmental Law, Centre for International Governance Innovation (CIGI)
- Michel Girard, Senior Fellow, CIGI
- Chris Stern, CEO and Co-Founder, Carbicrete
- Hamid Arabzadeh, President and CEO, Ranovus

The discussion focused on the critical role technical standards play in deploying new technologies. We asked the room: What are the barriers to market entry? What are the most critical areas or processes for the success of companies? What specific areas have organizations excelled in, and what are the advantages over competitors?

What we learned:

- Companies need to engage the Standards Council of Canada (SCC) earlier in the innovation cycle to leverage standard setting as an opportunity vs an impediment to business
- Collaboration is critical and finding commonalities across industries to drive standard development is recommended
- Develop standards based on market needs and technologies and put standards in the procurement process to elevate Canadian innovation, both nationally and on the global stage
- Think 'big' when developing standards – we can develop Canadian standards that have global impacts and help propel Canadian companies and innovations
- Continue to engage organizations like the SCC and CIO Strategy Council to discuss standard setting and leverage organizations to become a standard setter vs a standard taker
- Identify where standards can be an impediment to your commercialization early so that you can adapt the standard to permit commercialization

KEY TAKEAWAYS/ACTION ITEMS

Pathways to Commercialization Unlocking the Smart Cities Opportunity in Big Urban Cities

Andy Best, Executive Director, Open City Network led this discussion, joined by:

- Matthew Sachs, COO, Peak Power Inc.
- Gerard Peets, Assistant Deputy Minister, Infrastructure Canada
- Martin Canning, Executive Director, Smart Cities, Evergreen

The discussion focused on how to build smart cities. We asked the room: What is the ecosystem needed to build a smart city? What are we currently missing to succeed? How do we access IP, funding and network to create flagships?

What we learned:

- Broader discussion is needed with industry and government on how policy regulation can work to create triggers for change and drive further innovation in the marketplace
- The risk agenda – We need to collaborate to temper risks faced by innovators so they can tackle ‘Smart City’ challenges
- We must work with stakeholders, industry and government to define the concept of ‘Smart Cities’ – how do we develop tangible infrastructure/innovation goals that can drive policy adoption and regulation
- A collective ‘vision’ for Smart Cities. Openness needs to be core to the future of Smart Cities – a core differentiator between what is happening in Canada vs other areas in the world
- How do we accelerate market pull for emerging innovators?
- Scope, scale, complexity and risk – technology has outpaced our ability to wrap our arms around it and constrained local institutions are facing a significant modernization hurdle. We must take action, to deliver tangible results to help modernize cities

KEY TAKEAWAYS/ACTION ITEMS

Pathways to Commercialization

Size Doesn't Matter: Smart Cities Stories from Small and Medium Sized Cities

Bianca Wylie, Co-Founder, Tech Reset Canada, led this discussion, joined by:

- Mike Labrecque, Branch Manager, Waste Services, City of Edmonton
- Candice Paton, Executive Director, Alberta Innovates
- Pouria Ghods, President and Co-Founder, Giatec
- Devashish Paul, CEO, BluWave-Ali

The discussion focused on how to build smart cities in smaller populations. We asked the room: What is the ecosystem needed to build a smart city? What are the challenges smaller cities face? How do we overcome the barriers that currently exists? What can we learn from international examples?

What we learned:

- Help industries de-risk (funding) and invite smaller, potentially risk-averse jurisdictions to observe and learn from their approach
- Share resources where possible amongst larger cities and smaller municipalities – a lessons learned/mentorship model
- Host and fund co-location projects with industry and municipalities – demonstrate how to manage risk appropriately
- Change the typical approach to a project. Collaboration is key, including with broad groups such as academia, NGOs, etc.
- Develop a 'story sharing' venue – share thoughts amongst key leaders/innovators on what has worked, lessons learned, approach to data management and collaboration
- Support transparency of regulations – review the procurement process
- Move to aggregate models for data collection
- Shift from who owns the data to how it's being used – one effort to put power back in so you don't have open ended licenses – 'data trusts' are one potential method to do this
- Procurement is a way to bring power back to cities – technological sovereignty/ownership
- Go to provincial/municipal associations to discuss how to create a community of practice – leverage pre-existing ways that municipalities are organized
- Disrupt typical organizational structures to make sure communities are connected through public infrastructure

KEY TAKEAWAYS/ACTION ITEMS

Securing Sales & Scaling Up

Making A Shortlist: How to Work with the Government of Canada

Hon. Mary Ng, Minister of Small Business & Export Promotion and Leah Lawrence, President & CEO, SDTC led this discussion, joined by:

- Robert Smith, Executive Director, Innovative Solutions Canada
- Lorenzo Ieraci, Director General, Acquisitions Program, Public Services and Procurement Canada (PSPC)
- Gordon Jekubik, Co-Founder, 3E Nano
- Matthew Sachs, COO, Peak Power Inc.

The discussion focused on how to close the gap between SMEs and the Government of Canada's procurement process. We asked the room: What government supports are currently available to help SMEs? How is the government helping SMEs navigate the procurement process? What role does cleantech play in the government's process?

What we learned:

- Be true to your company. Take time to leverage the appropriate resources to understand where you fit in the marketplace to ensure you apply to the program best suited to your business
- When government goes to market with a problem it allows for new ideas to be brought forward by industry to find the solution
- There's a need to change the procurement culture within government by finding solutions through iterative testing rather than asking for a specific product
- Continue proactive dialogue with government to modernize procurement processes to be reflective of industry needs and adaptive realities
- Government's objective is to learn and be iterative and for companies to be successful – don't view government as an impediment, but rather foster relationships to explore opportunities
- Pilot projects can break up geographic and specific commodities and increase diversity of suppliers

KEY TAKEAWAYS/ACTION ITEMS

Securing Sales & Scaling Up

Greening Government: Cleantech Priorities for the Federal Government

Nick Xenos, Executive Director, Centre for Greening Government led this discussion, joined by:

- Elise Godin, Director, Environment & Sustainable Management, Department of National Defence
- Marc Savoie, CEO and Co-Founder, Mariner Partners
- Mike Andrade, CEO, Morgan Solar
- Joshua Wong, President and CEO, Opus One Solutions

The discussion focused on how to leverage made-in-Canada solutions to achieve emission reduction targets across the federal government. We asked the room: What are the goals of the government's Greening Strategy? What are some of the early results from the efforts of the strategy? Knowing the problems the government is looking to solve, what role does cleantech play to find solutions?

What we learned:

- Government needs to educate themselves to be better informed so they can push the limits when they go to market
- When government organizes around three or four challenge areas before going to industry, it enables cooperative iterations before the procurement process
- Industry should form strategic partnerships for a closed loop/high cycle process
- Ensure innovation is coming through on large scale procurement processes so Canadian start-ups are part of the process to deploy at scale
- Create more flexibility for public/private partnerships

KEY TAKEAWAYS/ACTION ITEMS

Securing Sales & Scaling Up Accelerating Your Scale-up Journey: Getting Access to Facilities, Permits, Funds and Markets

Rick Findlay, CEO, LINCit, led this discussion, joined by:

- Elaine Hood, Director General, Clean Technology and CleanGrowth, ISED
- Dana O’Born, Director, Strategic Initiatives, Council of Canadian Innovators
- Ajay Kochhar, President and CEO, Li-Cycle
- Karlis Vasarais, President, Imtex Membranes

The discussion focused on making the necessary connections to scale-up. We asked the room: To be successful, innovators need to make connections across the ecosystem from start-up to scale-up, where are the biggest gaps, what can be done to close them? How can we leverage know-how, skills, existing facilities/infrastructure to help accelerate the scale-up journey? As the number of cleantech companies in Canada continues to grow, how can we develop anchor firms in Canada?

What we learned:

- Companies need a 360-degree view of their life cycle. They will have different needs as they grow and recognizing where they are and what the next steps are is critical to scale-up
- Having the right board and advisory committees together can open doors. They can shed light on problems businesses didn’t foresee while identifying the smaller problems en route to solving the bigger problems
- Ensure businesses have the right procedures, credentials and talent in place from the beginning. Focusing on systems, HR and health safety in the early stages of a business will enable them to work ‘on’ the business rather than ‘in’ it
- Communicate often with stakeholders. Keeping them in the loop will allow businesses to deal with issues as they come up
- We need to think horizontally across the country and take a value chain approach as government looks to allocate funding – think “CANADIANS FIRST”
- In order for us to be powerful, we need to work collectively to build our ecosystem
- Look to create a model for knowledge sharing between the public and private sectors so we can leverage each other’s successes
- Set standards to help drive procurement and regulation and create a smooth journey from ideation to deployment
- Integrate teams across the life cycle of a business to maximize talent and increase flexibility

KEY TAKEAWAYS/ACTION ITEMS

Going Global: Export Markets United States

Michael Gilbert, CEO and Founder, Semios led this discussion, joined by:

- Sara Wilshaw, Director General, North America Network, Global Affairs Canada (GAC)
- Kirk Burcar Vice President, Engineering Services, New Flyer
- Gimmy Chu, CEO, Nanoleaf
- Ellen McGregor, CEO, Fielding Environmental

The discussion focused on how to get started in exporting to the U.S. given the current trade barriers. We asked the room: What are the current trade barriers for companies seeking to access U.S. markets? How can the government help companies seeking to export? What can we learn from companies that are thriving in this area?

What we learned:

- The U.S. market is not an extension of the Canadian market – ensure businesses understand the market and leverage EDC and the Trade Commissioner Service to navigate the marketplace
- Take the time and leverage expertise to understand the transport rules and labour laws in place within the state to which you are exporting
- Protect your IP prior to exporting to the U.S. – it is a very competitive marketplace that favours domestic innovation
- Litigation is used more freely as a means to limit innovation. Ensure you have the proper advice and counsel with respect to your product

KEY TAKEAWAYS/ACTION ITEMS

Going Global: Export Markets Asia

Karen Hamberg, Vice President, Strategy, Westport Innovations led this discussion, joined by:

- Dr. Sarah Taylor, Director General, North Asia and Oceania, Global Affairs Canada (GAC)
- Joshua Zoshi, COO, Saltworks Technologies
- Hamid Arabzadeh, President and CEO, Ranovus
- Jennifer Wagner, Executive Vice President, Corporate Development, CarbonCure

The discussion focused on what are the current trade barriers, and how to get started in exporting to Asia. We asked the room: What are the opportunities that currently exists in this market? What are the current barriers? What can we learn from companies that are working in this market?

What we learned:

- Work with partners like SDTC, EDC, and the Trade Commissioner Service to leverage tools and resources on how to export to Asia
- Segment your markets – Asia is a large market with different regions that have various trade ‘personalities’ – understand your market and the tolerance for your product
- Find individuals/companies who have experience negotiating in the country with which you’re exporting
- Understand your product’s value proposition within the country to which you are exporting – what is the competitive landscape relative to your product, and how do you differentiate from the others?
- Study your target demographic within the country you’re exporting to and understand what their needs are, and how you can meet them. Iterate and adapt your product as concrete information/analysis becomes available

KEY TAKEAWAYS/ACTION ITEMS

Going Global: Export Markets European Union

Ellen Greenwood, President, Greenwood & Associates led this discussion, joined by:

- Julie Crôteau, Deputy Director, In-force FTAs, Global Affairs Canada (GAC)
- Bruce Ringrose, Head of Sustainability and Stakeholder Relations, Farmers Edge Inc.
- Dany Fouquet, Co-Founder and VP Operations, Effenco
- Sean Puchalski, EVP, Strategy & Business Planning, Corvus

The discussion focused on what the current trade barriers are and how to get started in exporting to the E.U. We asked the room: What are the opportunities that currently exist in this market? What are the current barriers? What can we learn from companies that are working in this market?

What we learned:

- SDTC can provide an avenue to connect companies with the Trade Commissioner Service to ensure that there are no unanswered questions and reduce challenges faced
- Companies should ensure they are informed on the regulations of other countries. They can be quite different than Canadian regulations
- Consider the implementation of a 'sharing group' that brings in key experts to discuss regulatory environments with primary trading countries
- Develop a financially sustainable way to support project demonstrations, including reviewing support for government partnerships
- Highlight how companies can raise concerns specific to trade relationships
- Be careful of micro-trade barriers and if encountered these are something that need to be raised to Global Affairs Canada
- Always have the knowledge of the country you are trying to incentivize; what incentivizes Canada might not incentivize your target market
- Recommend companies partake in the International Standards Committee. This will ensure that their view is at the table and reflects their interest