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Participant's Guide **2018**

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QCC Conference  
**TORONTO** | April 3-5, 2018

 Tech Innovation  
Platform



Dear TIP Participant,

It is our great pleasure to welcome you to this third edition of the Tech Innovation Platform (“TIP”).

Building on the experience of two platforms created by the QCC: the Public Policy Forum on Venture Capital and Innovation (“PPF”) and the Institutional Investors Roundtable (“IIR”), the Tech Innovation Platform (“TIP”) aims to bring together leading stakeholders of tech innovation ecosystems (corporations, universities, investors, governments and ecosystem leadership) in order to foster collaboration and accelerate the development of these ecosystems.

The TIP is not a conference, it is a platform. Its objective goes beyond sharing information and best practices: it is to address the lingering productivity and innovation gaps and enhance tech innovation ecosystems across countries.

Such an ambitious objective can only be achieved by joining forces and engaging the leaders of the main groups of stakeholders of the tech innovation ecosystems in structured conversations designed to lead to tangible results beyond the TIP meeting itself.

This year’s edition is produced in partnership with  Startup Genome and will focus on the “scale-up challenge” as well as policies and initiatives to address it, both from the supply side (supply of capital) and the demand side (more ecosystemic approaches to support the growth of tech companies).

This topic is presently a high priority in most OECD countries and beyond. We think it presents an excellent opportunity to compare and contrast the various situations, learn from one another, bridge supply side and demand side initiatives and foster collaboration among stakeholder groups to address the issue.

The first part of the morning will set the stage: What is the problem? How to frame it? How do leading countries approach it at a macro level? What may be missing in certain environments according to investors and entrepreneurs who have successfully scaled up companies?

The rest of the day will be devoted to presenting and discussing international policies and initiatives designed to address various dimensions of the challenge: supply of capital, training and support, involving corporations, and cluster approaches.

This very interactive day of work will revolve around two questions: What can we learn from one another? How could collaboration help us improve our on-going initiatives and lead to new ideas and developments?

We would like to thank all those who have contributed to the organization of this forum: our Advisory Committee, as well as the directors of the QCC who have enthusiastically supported this initiative.



In closing, we would like to underline the contributions of the Governments of Ontario, Quebec, Canada and British Columbia which partnered with the QCC to develop this platform and have provided considerable financial support.

We hope that together we shall make this third edition stimulating, productive and very useful.

We wish you a very pleasant stay in Toronto.



**Gilles Duruflé**  
President  
QCC Tech Innovation Platform



**Christian Racicot**  
Co-Founder & President  
QCC

## 2018 TIP: ADDRESSING THE SCALE-UP CHALLENGE

Toronto, April 4-5, 2018

Organized in partnership with [Startup Genome](#)

### The scale-up challenge

Over the last decade, scaling up tech companies has been increasingly identified as a major issue facing tech innovation ecosystems outside Silicon Valley and New-York/Boston for the following reasons:

- Young, innovative and fast growing companies are engines of productivity gains and job creation;
- Over the last two decades, in most OECD countries, there has been a dramatic increase in entrepreneurship and tech start-up creation supported by government policies;
- Outside of the US and, except for China, this has not translated into a parallel increase in scale up companies:
  - Very few large independent companies have emerged from the waves of start-ups;
  - In addition, a significant part of emerging companies are moving to the US or being acquired by US companies.

More recently, in the US there has been a very significant increase in the number and value of large investment rounds in private tech companies and a growing number and value of unicorns, involving new categories of investors: VC mega funds, crossover funds, private equity funds and institutional investors.

China has witnessed a similar explosion of the number and size of large rounds and unicorns.

In other OECD countries, notably in Europe and Canada, an upward trend has also been observed but of a much smaller order of magnitude; although there has been an increase in the number and size of local VC funds, the increase in the number and value of large rounds and scale-up companies is largely supported by US investors and the drift of local tech companies towards the US has not subsided.

Addressing the scale-up issue is now a high priority for governments: “scale-up” or “growth” task forces have flourished in Europe, Canada and beyond. Initially, public policies have mainly focused on the supply of capital (increasing the availability of venture capital and venture debt). More recently, the importance of including the demand side (reinforcing the deal flow of scale-up companies) has been increasingly recognized: access to talent, management capabilities, access to market, and collaboration with larger corporations.

It is now largely acknowledged that the issue is not only about financing, it is more broadly about creating ecosystems that support the scaling-up of tech companies.



The recent Innovation Supercluster Initiative in Canada is a good example of such an ecosystemic approach to address the scale-up issue as illustrated by the objectives of the initiative:

- “Build a shared competitive advantage for their cluster that attracts cutting-edge research, investment and talent by addressing gaps, aligning strengths, enhancing attributes, and positioning it as a world-leading innovation hotbed;
- Increase business expenditures on R&D and advance a range of business-led innovation and technology leadership activities that will address important industrial challenges, and boost productivity, performance and competitiveness for Canada’s sectors of economic strength;
- Generate new companies, and commercialize new products, processes and services that position firms to scale, integrate into global value chains, transition to high-value activities and become global market leaders; and
- Foster a critical mass of growth-oriented firms, and bolster collaborations between private, academic and public sector organizations pursuing private-sector led innovation and commercial opportunities to enhance the cluster’s pool of resources, capabilities and knowledge.”<sup>1</sup>

However, this type of initiative is still recent and in the design mode; few links are made with the supply side policies and the financing chain and results have yet to be proven.

In view of the multiplication of policy initiatives to address the scale-up challenge, both on the supply and demand sides, and their relatively limited impact so far, there is a need to confront international best practices, establish bridges between supply side and demand side initiatives and foster collaboration among stakeholder groups in the ecosystem.

How the QCC Tech Innovation Platform (TIP) can help

The mission of the TIP is to be a platform to convene the main stakeholder groups of Tech Innovation Ecosystems (entrepreneurs, universities and research centers, corporations impacted by tech innovation, investors and governments) in order to address challenges that these ecosystems are facing<sup>2</sup> and accelerate their development. It is supported by the federal and provincial governments in Canada and several public and private partners.

The TIP is the successor of the Public Policy Forum on Venture Capital and Innovation, an international platform focused on public policies to support the financing chain for tech start-ups. It is part of the Quebec City Conference (QCC), now in its 15<sup>th</sup> year, which includes another forum, the FIRCAP, focused on institutional investors and the QCC Main Conference on the second day.

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<sup>1</sup> Program Guide p.5 (underlined by us)

<sup>2</sup> For a detailed presentation of these challenges, see Executive Summary in Appendix.

QCC and the TIP have close links with the Institutional Investors Roundtable (IIR)<sup>3</sup> and the Global Long Term Capital Summit<sup>4</sup>.

Building on its experience as a platform builder, its ability to attract ecosystem builders and stakeholders, and its international networks and partnerships with governments and investors, the TIP will focus its 2018 edition on public policies and initiatives to address the scale-up challenge with the objectives of sharing international best practices, bridging supply side and demand side initiatives and fostering collaboration among stakeholder groups to address the scale-up challenge.

It will notably bring to the table the perspectives of:

- Development banks in charge of implementing public policies;
- Large international VC funds that are the cornerstones of many scale-up companies;
- Leading local funds which have as their objective the scaling up of their portfolio companies;
- Alternative sources of financing that play an increasing role in this field: crossover funds, private equity funds, institutional investors;
- Initiatives designed to address the management/capacity issue;
- Initiatives designed to foster collaboration between start-ups and corporations, and accelerate access to market:
  - At the firm level: hubs, zones
  - At the strategic or industry level: clusters;
- Corporations involved in these initiatives;
- Successful scale-up entrepreneurs who have scaled-up locally or internationally;
- Sources of Long Term Capital interested in emerging large opportunities.

The TIP is a closed Forum, by invitation-only, that will attract leaders of the main stakeholder groups of the innovation ecosystem which face in a direct manner the scale-up challenge. It will be held on the first day of the Conference (April 4<sup>th</sup>, 2018).

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<sup>3</sup> The IIR is an international community of over 40 leading global institutional investors to collaborate on private market investments. Access is restricted to senior investment executives from eligible pension funds, sovereign funds, government reserve fund and other long term asset owners (“Institutional Investors”).

<sup>4</sup> The Global Long Term Investment Summit is a platform associated with the IIR, whose mission is to accelerate the flow of large-scale, long-term investment into projects that support sustainable economic development. This Summit is the only recurring venue in the world designed to develop a structured, direct and continued interaction between the leading global long-term investors, national governments and leading philanthropic organizations to address this important challenge. It is already supported by the federal government.



The TIP will also benefit from synergies with the other parts of the QCC:

- The FIRCAP, a forum for international institutional investors interested in investing in VC and PE funds to be held in parallel to the TIP;
- The Main Conference held on the second day (April 5<sup>th</sup>), with participants of the TIP and the FIRCAP and additional participants, mostly international investors, that will focus on themes at the intersection of investment and technology that will be of interest for investors, ecosystem leaders and policy makers, providing them with an opportunity to mingle.

A special focus of this year's Main Conference will be attracting high level speakers involved in scaling-up tech companies internationally.

TIP's structured conversation among leading stakeholders of tech ecosystems and the convergence with the FIRCAP and the Main Conference around the scale-up challenge will create a unique opportunity for all concerned parties to share experiences, compare notes, extend their networks and enhance collaboration leading to tangible outcomes.

## ABOUT QCC

QCC is a not-for-profit organization whose mission is to support private investment activities producing societal benefit by addressing a specific need in the market place. Its modus operandi is to create customized by-invitation-only forums to create action-oriented communities of aligned stakeholders which are each aimed at solving specific market dislocations and to support them logistically and financially. QCC has so far established the Institutional Investors Roundtable (IIR); the Tech Innovation Platform (TIP) and the FIRCAP. It also organises the Quebec City Conference, which is described below.

QCC is supported by the governments of Quebec, Ontario and Canada and by private sponsors. More information is available at: <https://qcconference.com/>

# MEETING AGENDA

## TECH INNOVATION PLATFORM (“TIP”)– APRIL 3-4, 2018

**Venue & Accommodation:** Omni King Edward Hotel, 37 King Street East, Toronto ON M5C 1E9

**Attire:** business casual

The Tech Innovation Platform (TIP) is an independent, not-for-profit and by-invitation only platform. Its mission is to convene the main stakeholder groups of Tech Innovation Ecosystems (entrepreneurs, universities and research centers, corporations impacted by tech innovation, investors and governments) in order to address challenges that these ecosystems are facing and accelerate their development.

The 2018 TIP will focus on the “scale-up challenge” and policies and initiatives to address it, both from the supply side (supply of capital) and the demand side (more ecosystemic approaches to support the growth of tech companies).

This topic is presently a high priority in Canada, but it is also the case in many other countries outside the US. This creates an excellent opportunity to compare and contrast the various situations, learn from one another, bridge supply side and demand side initiatives and foster collaboration among stakeholder groups to address the issue.

The 2018 TIP is organized in partnership with Startup Genome.



**TIP is the successor to the Public Policy Forum on Venture Capital and Innovation (“PPF”) that was created in 2007. It is supported by the federal and provincial governments in Canada and several public and private partners.**

**TUESDAY, APRIL 3 – WELCOME DINNER**

| Time    | Event  | Venue                                |
|---------|--|--------------------------------------|
| ALL DAY | TIP Guests Arrivals  | Registration desk<br>(Foyer Level 2) |
| 6:00 pm | <b>TIP PRIVATE COCKTAIL</b>  | Pall Mall<br>(Level 2)               |
| 7:00 pm | <b>TIP PRIVATE DINNER</b><br><b>Welcome Remarks:</b><br> <b>Gilles Duruflé</b><br><i>President</i><br>TIP<br><br> <b>JF Gauthier</b><br><i>CEO</i><br>Startup Genome | Palm Court<br>(Level 2)              |

**WEDNESDAY, APRIL 4 – TIP ECOSYSTEM BUILDING FORUM**

| Time                 | Event  | Venue                   |
|----------------------|--|-------------------------|
| 7:00 am –<br>8:30 am | <b>BREAKFAST</b> – Buffet-style breakfast available  | Palm Court<br>(Level 2) |
| 8:30 am              | <b>INTRODUCTION: THE SCALEUP CHALLENGE</b><br>Objectives and organization of the day<br><br> <b>Gilles Duruflé</b><br><i>President</i><br>TIP   | Vanity A<br>(Level 2)   |
| 8:45 am              | <b>AN ECOSYSTEM VIEW OF SCALE-UP</b><br>Rate of scale-ups across the top-20 and other startup ecosystems, how they are changing (2nd wave vs 3rd), and what ecosystem Success Factors fuel them (Global Connectedness & Market Reach, Funding, etc.). How many can be farmed rather than a few be supported?<br><br> <b>JF Gauthier</b><br><i>CEO</i><br>Startup Genome | Vanity A<br>(Level 2)   |
| 9:00 am              | <b>SET OF INTERACTIVE QUESTIONS</b>  | Vanity A<br>(Level 2)   |

**WEDNESDAY, APRIL 4 – TIP ECOSYSTEM BUILDING FORUM**

| Time     | Event   | Venue                     |
|----------|---|---------------------------|
| 9:10 am  | <b>ADDRESSING THE SCALEUP CHALLENGE: A COUNTRY'S PERSPECTIVE</b><br><b>Speakers</b><br><div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="text-align: center;"> <br/> <b>Stephan Kuester</b><br/> <i>Head of International Consulting</i><br/>           Tech City<br/>  </div> <div style="text-align: center;"> <br/> <b>Michael Denham</b><br/> <i>CEO</i><br/>           Business Development Bank of Canada<br/>  </div> </div>  | Vanity A<br>(Level 2)     |
| 9:40 am  | <b>WHAT DOES IT TAKE TO SCALE UP COMPANIES (AND WHAT MAY BE MISSING IN EUROPE, CANADA, ETC.): AN INTERNATIONAL VC/PE PERSPECTIVE</b><br><b>Panelists</b><br><div style="display: flex; justify-content: space-between; margin-top: 10px;"> <div style="text-align: center;"> <br/> <b>Peter Read</b><br/> <i>Managing Director</i><br/>           Vitruvian Partners<br/>  </div> <div style="text-align: center;"> <br/> <b>Dennis Kavelman</b><br/> <i>Partner</i><br/>           iNovia Capital<br/>  </div> </div> <div style="margin-top: 10px;"> <b>Moderator</b><br/> <br/> <b>Sean Silcoff</b><br/>           The Globe and Mail<br/>  </div> | Vanity A<br>(Level 2)     |
| 10:20 am | <b>SET OF INTERACTIVE QUESTIONS</b>   | Vanity A<br>(Level 2)     |
| 10:30 am | <b>NETWORKING BREAK</b>   | Vanity Foyer<br>(Level 2) |

**WEDNESDAY, APRIL 4 – TIP ECOSYSTEM BUILDING FORUM**

| Time     | Event   | Venue                           |
|----------|---|---------------------------------|
| 11:00 am | <b>DISCUSSION GROUPS AROUND A LEADER – 2 SERIES</b><br><b>First Serie</b>   | <i>Vanity A<br/>(Level 2)</i>   |
|          | <p><b>1. "Supply of Capital to address the scaleup challenge"</b></p> <p><b>Group Leaders</b></p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p><b>Jérôme Nycz</b><br/><i>Executive VP</i><br/>Business Development<br/>Bank of Canada</p> </div> <div style="text-align: center;"> <p><b>Roland Tan</b><br/><i>Director of Strategy</i><br/>British Business Bank</p> </div> </div>   |                                 |
|          | <p><b>2. "Training and Support dedicated to scaleup companies"</b></p> <p><b>Group Leaders</b></p> <div style="text-align: center;">  <p><b>Menno Van Dijk</b><br/><i>Founder</i><br/>Scaleup Nation</p> </div>  |                                 |
| 11:45 am | <b>Second Serie</b>   |                                 |
|          | <p><b>2. "Training and Support dedicated to scaleup companies"</b></p> <p><b>Group Leaders</b></p> <div style="display: flex; flex-wrap: wrap; justify-content: space-around;"> <div style="text-align: center; width: 45%;">  <p><b>Michael Kelly</b><br/><i>Dean</i><br/>Lazaridis Institute Scale-<br/>up Program</p> </div> <div style="text-align: center; width: 45%;">  <p><b>Fernando Fabre</b><br/><i>President</i><br/>Endeavor</p> </div> <div style="text-align: center; width: 45%;">  <p><b>Kerem Nevo</b><br/>Israeli Growth<br/>Companies Forum</p> </div> <div style="text-align: center; width: 45%;">  <p><b>Stephan Kuester</b><br/><i>Head of International<br/>Consulting</i><br/>Tech City</p> </div> </div> |                                 |
| 12:30 pm | <b>NETWORKING LUNCH</b>   | <i>Palm Court<br/>(Level 2)</i> |

**WEDNESDAY, APRIL 4 – TIP ECOSYSTEM BUILDING FORUM**

| Time    | Event  | Venue                     |
|---------|--|---------------------------|
| 2:00 pm | <b>VERTICAL/CLUSTER APPROACH</b><br><b>Keynote opening</b><br>The cluster approach and the Canadian Innovation Supercluster Initiative<br><br><b>Jennifer Miller</b><br><i>Director General, Innovation Networks and Clusters</i><br>Innovation, Science and Economic Development Canada   | Vanity A<br>(Level 2)     |
| 2:15 pm | <b>VERTICAL/CLUSTER APPROACH</b><br>Discussion groups around a leader.<br><br><b>Group Leaders</b><br><br><div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%;">  <p><b>Jayson Myers</b><br/>CEO<br/>Next Generation<br/>Manufacturing Supercluster</p> </div> <div style="width: 50%;">  <p><b>Nick Kadysh</b><br/>Government Affairs and Public<br/>Policy Leader, GE Canada<br/>Founding Member, Digital<br/>Technology Supercluster</p> </div> <div style="width: 50%;">  <p><b>Tristan Mallet</b><br/>Interim CEO<br/>SCALE.AI</p> </div> <div style="width: 50%;">  <p><b>Salim Teja</b><br/>Executive VP<br/>MaRS</p> </div> <div style="width: 50%;">  <p><b>Luc Pinard</b><br/>Executive Vice-President,<br/>Corporate Performance , CGI<br/>Interim CTO, SCALE.AI</p> </div> <div style="width: 50%;">  <p><b>Jason Brenier</b><br/>VP of Strategy<br/>Georgian Partners Data Union</p> </div> </div> | Vanity A<br>(Level 2)     |
| 2:55 pm | <b>NETWORKING BREAK</b>  | Vanity Foyer<br>(Level 2) |
| 3:15 pm | <b>ADRESSING THE SCALEUP CHALLENGE: A COUNTRY'S PERSPECTIVE</b><br><br><b>Speaker</b><br><br> <p><b>Dr. Wei Yang Cheong</b><br/>CEO<br/>National Research Foundation</p>   | Vanity A<br>(Level 2)     |

**WEDNESDAY, APRIL 4 – TIP ECOSYSTEM BUILDING FORUM**

| Time    | Event  | Venue                               |
|---------|--|-------------------------------------|
| 3:30 pm | <p><b>INVOLVING CORPORATIONS : CORPORATE PERSPECTIVES</b></p> <p><b>Keynote openings</b></p> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;">  <p><b>Didier Moret</b><br/><i>President</i><br/>TCV<br/>Corporate-Startup collaboration – Moving beyond the proof of concept (POC)</p> </div> <div style="width: 45%;">  <p><b>Allen Lalonde</b><br/><i>Senior Executive, Research &amp; Development Centre</i><br/>IBM</p> </div> </div>   | Vanity A<br>(Level 2)               |
| 4:00 pm | <p><b>INVOLVING CORPORATIONS</b></p> <p>Discussion groups around a leader.</p> <p><b>Group Leaders</b></p> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;">  <p><b>Allen Lalonde</b><br/><i>Senior Executive, Research &amp; Development Centre</i><br/>IBM</p> </div> <div style="width: 45%;">  <p><b>Didier Moret</b><br/><i>President</i><br/>TCV</p> </div> </div> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;">  <p><b>Craig Haney</b><br/><i>former Head Corporate Innovation</i><br/>Communitech</p> </div> <div style="width: 45%;">  <p><b>Anthony Newstead</b><br/><i>Group Director Emerging Technologies &amp; Strategic Innovation</i><br/>Coca-Cola</p> </div> </div> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;">  <p><b>Chris Plunkett</b><br/><i>VP External Relations</i><br/>Communitech</p> </div> <div style="width: 45%;">  <p><b>Stephanie Choo</b><br/><i>Managing Partner, Portage Ventures</i><br/>Power Corporation</p> </div> </div> | Vanity A<br>(Level 2)               |
| 4:40 pm | <p><b>CLOSING DISCUSSION: WHAT HAVE WE LEARNT?</b></p> <p><b>Moderators:</b></p> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;">  <p><b>Gilles Duruflé</b><br/><i>President</i><br/>TIP</p> </div> <div style="width: 45%;">  <p><b>JF Gauthier</b><br/><i>CEO</i><br/>Startup Genome</p> </div> </div>   | Vanity A<br>(Level 2)               |
| 5:00 pm | <b>END OF THE TECH INNOVATION PLATFORM ECOSYSTEM BUILDING FORUM</b>  |                                     |
| 6:00 pm | <b>OPENING COCKTAIL RECEPTION OF THE QCC CONFERENCE</b>  | Sovereign Ballroom<br>(Lobby Level) |



A warm thank you to QCC Toronto 2018  
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**Ministry of Economic Development  
and Growth**

Office of the Minister

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**Ministry of Research,  
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**Ministère du Développement économique  
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Téléphone : 416 326-9500



April 4-5, 2018

**A Message from the Honourable Steven Del Duca  
Minister of Economic Development and Growth  
and the Honourable Reza Moridi  
Minister of Research, Innovation and Science**

On behalf of the Ontario government, we are pleased to welcome to you to the 2018 Quebec City Conference (QCC) here in Toronto.

We share the QCC's goal of developing a buoyant private market investment ecosystem in Ontario and across Canada. That is why we are making access to capital a key component of the province's Business Growth Initiative. Our programs and initiatives including the Ontario Capital Growth Corporation are making an impact — from 2015 to 2017, we had the largest three-year total of venture capital investment since the dot-com era of the 1990s and early 2000s. Conferences like this one, which bring together leaders from the international private market investment community, are critical to fostering the partnerships that will drive our success in this area.

We would like to thank the QCC for once again organizing this important event and providing a venue for investors to collaborate and develop innovative strategies. We look forward to seeing the results of the partnerships that are made over the coming days.

Sincerely,



Steven Del Duca  
Minister



Reza Moridi  
Minister



## Word from the Prime Minister

Their expertise, business network and, of course, contribution of capital make private investors a strategic element in business success. Consequently, it is essential to foster their participation in Québec's financing ecosystem to ensure the start-up phase and growth of dynamic businesses.

The QCC Conference affords investors and investment fund managers from around the world an ideal opportunity to assemble in order, in particular, to discuss different ways to support innovative startup companies. The Québec government is, therefore, proud to be associated with this key event for the investment capital industry, which complements our efforts to ensure that Québec firms have access to a complete, efficient financing chain.

For several years, our government has sought to establish an environment conducive to investments in Québec. Moreover, the adoption of economic levers such as the Québec Research and Innovation Strategy, Québec's Digital Strategy, The Québec Life Sciences Strategy and the government action plan on entrepreneurship are contributing to the implementation of effective public policies that facilitate the attainment of this objective.

Combined with the expertise and ability to innovate of Québec firms, the public policies make Québec an ideal place to invest. I therefore invite Québec and international investors to take full advantage of this conference to consolidate lasting business relationships and create promising investment opportunities in Québec.

Best wishes for a successful conference.

Philippe Couillard

Premier of Québec



# WHERE INVESTMENT & OPPORTUNITY LIVE

The best places to do business are those that are forward-thinking. They invest in an educated workforce, champion quality of life for all and welcome the best talent and ideas from all over the world – these are Ontario’s strengths. Toronto, Ontario was recently ranked as one of the top start-up ecosystems in the world. The province is also ranked #1 in North America for growth in venture capital. We are where the world is going.

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# Proud to play our part

Osler is pleased to be a platinum sponsor  
at the fourteenth annual QCC Conference.

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## QUEBEC CITY IS

**#1 Worldwide** for low operating costs among comparably sized urban areas (*KPMG Competitive Alternatives, 2016*)

**#2 in the «Top Canadian Metros»** to establish a business (*Site Selection Magazine, 2013*)

**IN THE TOP 10** of «American Cities of the Future 2017-2018» (*FDI Magazine, 2017*)

#2 overall in Canada, 5<sup>th</sup> overall in North America

#1 for economic potential in Canada, 7<sup>th</sup> in North America

#1 for human capital and lifestyle in Canada, 4<sup>th</sup> in North America

**#1 Top Millennial Hot Spots 2018** Canada's most attractive city for millennials (*Point2Homes.com, 2018*)

**Welcome to the participants and see you next year at the 2019 QCC Conference in Quebec City!**

[ville.quebec.qc.ca/business](http://ville.quebec.qc.ca/business)  
[quebecinternational.ca](http://quebecinternational.ca)



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Vitruvian Partners is an independent European private equity firm that invests in Dynamic Situations, including buyouts and growth capital investments.

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Teralys Capital is a technology-focused fund of funds financing private venture capital funds that invest in information technology, life sciences and cleantech companies.



[teralyscapital.com](http://teralyscapital.com) [info@teralyscapital.com](mailto:info@teralyscapital.com) +1 514 509-2080

## Participants



**Anderson, Joanne**  
Director, Technology Adoption and  
Regional growth branch  
**Ontario Investment Office**  
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