

Innovate BC

2026/27 – 2028/29
Service Plan

February 2026



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Board Chair's Accountability Statement



The 2026/27 – 2028/29 Innovate BC Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. This plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of this plan and is responsible for the validity and reliability of the information presented.

All significant assumptions, policy decisions, events and identified risks, as of February 2026 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, Innovate BC's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of Innovate BC's operating environment, forecast conditions, risk assessment and past performance.

Signed on behalf of the Board by:

A handwritten signature in blue ink, appearing to read "Emilie de Rosenroll".

Emilie de Rosenroll
Board Chair, Innovate BC
February 5, 2026

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Strategic Direction

In 2026/27, the public sector organizations will do their part to support the Government of British Columbia's prioritizing support for people by taking action to make life better for everyone.

Despite a challenging fiscal environment due to global uncertainty, trade relationship reordering, and low resource prices, over the past year Government made significant progress on efforts to reduce costs for British Columbians, hire more doctors and nurses, and build more homes, hospitals and schools, faster. Crown Agencies will continue to advance these key priorities even as tariffs, trade policies, and instability outside of the province's borders continue to put pressure on the province's finances.

Ongoing fiscal pressure means all parts of Government, including Crown Agencies, must continue to do their part to maximize efficiencies and make sure every dollar counts.

To respond to these extraordinary times, Crown Agencies will support Government's focus on expanding trade and investment both within Canada and abroad and delivering major projects that offer good jobs and opportunities for people and communities. This focus on economic growth and prosperity is critical to delivering the revenue needed to provide services and infrastructure.

Good relationships and mutually beneficial partnerships with First Nations are critical to building a better future for everyone in British Columbia. Crown Agencies will continue supporting efforts to implement the Declaration on the Rights of Indigenous Peoples Act Action Plan. Through collaboration and open dialogue, we aim to foster trust, stability and certainty for all.

This 2026/27 service plan outlines how Innovate BC will support the Government's priorities and selected action items identified in the most recent [Mandate Letter](#).

Purpose of the Organization and Alignment with Government Priorities

The Government of British Columbia has mandated Innovate BC to nurture and support technology and innovation to add value across all sectors of the provincial economy. As the Province's innovation and commercialization agency, Innovate BC increasingly provides the back-office systems, standardized processes, and coordinated delivery mechanisms that enable ministries and public-sector partners to advance innovation priorities efficiently and consistently. As such, Innovate BC is a critical part of the Province's strategy for realizing its long-term economic vision. In alignment with Government's strategic direction, Innovate BC will continue to foster technology and innovation throughout the province to help build a thriving, sustainable and inclusive economy. Innovate BC's activities are enabled by the [Innovate BC Act](#).

Innovate BC works to:

- Build and maintain strategic partnerships with technology and innovation stakeholders, particularly with industry and other adopters of technology.
- Develop and deliver tools, resources, expert guidance, programs, and initiatives that increase company growth, accelerate technology commercialization, adoption, diffusion and export, and support job creation, ensuring that the benefits of technology and innovation are felt around the province, inclusive of under-represented groups including IBPOC (Indigenous, Black and People of Colour), and rural and northern communities.
- In collaboration with Government, review all existing Innovate BC programs and initiatives to ensure programs remain relevant, are efficient, grow the economy, and help keep costs low for British Columbians and BC businesses.
- Collect and share data with the Government to inform and improve the development of technology and innovation policy and programming particularly related to technology adoption and scale up.
- Work with ecosystem partners to leverage collaborative opportunities, such as the Web Summit Vancouver conference, to ensure BC businesses are well-positioned to discover and engage new markets and maximize investment avenues.
- Develop and deliver the next iteration of Integrated Marketplace Initiative, including leveraging federal and industry funding to maximize program funding and increase resilience, productivity, and competitiveness of BC business.

Performance Planning

Goal 1: Integrated Marketplace (IM) Platform investments accelerate commercialization and drive measurable economic adoption in B.C.

Innovate BC seeks to increase the volume, predictability, and impact of deployments that address provincial priorities and generate commercial outcomes for B.C. companies.

Innovate BC has begun tracking foundational indicators aligned with the current year IM funding. To demonstrate early value and momentum of the IM Platform, a limited set of performance indicators for 2026/27 Service Plan report focus on technology readiness advancement and deployment activity aligned to provincial priorities. Broader performance measures will be introduced in the 2027/28 Service Plan once validated baselines and consistent methodologies related to outcome tracking are in place and have the requisite time required to monitor post-offering engagement. This ensures that reported outcomes are accurate, comparable over time, and not based on estimations made before the IM Platform's longitudinal economic impacts can be reliably assessed.

Performance Measures

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
[1a] Percentage of deployments initiated annually that address provincially identified priority sectors ¹	Forecast not available – 25/26 will determine baseline	90%	90%	90%

Data source: Innovate BC tracking

¹Deployments inclusive of technology demonstrations, pilots, and adoptions as may be provided through the various IM Platform offerings active during the respective fiscal year

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
[1b] Percentage of IM deployments demonstrating advancement of at least one Technology Readiness Level (TRL) within their project term ^{1,2}	Forecast not available – 25/26 will determine baseline	75%	75%	75%

Data source: Innovate BC tracking

¹ Excludes pure commercial adoption offerings where the technology is at TRL 9+. For 25/26 and 26/27, this would primarily focus on IM Feed and IM Adopt offerings.

² May also include equal indicators of advancement where TRL measures are not appropriate

Objective 1.1: Grow B.C.'s innovation sectors by connecting companies with a pathway to pilots or customers, enabling them to scale, create jobs, export, and generate revenue.

Through the IM Platform, Innovate BC will provide key program offerings to support the ongoing progression of BC companies in their path to commercialization, adoption and export of their products, services or technologies.

Key Strategies

- Develop and maintain a rolling, multi-year sector focused roadmap based on provincial priorities and emerging opportunities.
- Use outcome insights to refine IM offerings and report economic benefits and recommendations to government.
- Maintain ongoing alignment of IM 'testbeds', which serve as collaborative innovation models where new technology can be demonstrated in real-world environments and centred around a physical location, theme or sector to de-risk tech adoption, to support multi-year delivery of IM programming that benefits the province and BC companies.

Objective 1.2: Implement IM Platform approach with a portfolio-based operating model for approvals, performance monitoring, outcomes assessment, and enterprise risk management refinement.

Innovate BC will look to refine and deploy frameworks to ensure connectivity, productivity and performance of the IM Platform and the companies that benefit from its program offerings.

Key Strategies

- Structure IM-based programs to anticipate inflow, and align readiness pathways, supporting the integrated program approach [goal 2]
- Implement common workflows, service standards, and progression criteria across IM offerings.
- Update and deploy clear materials that explain IM Platform offerings and eligibility to Innovate BC clients and ecosystem partners
- Identify and track key longitudinal performance indicators related to economic impact across IM testbeds.
- Develop an attribution model to demonstrate IM's contribution to company growth or outcomes.
- Establish predictable entry and progression routes from earlier-stage programs into IM testbeds.

Goal 2: B.C. companies achieve increased growth and competitiveness in key sectors through effective, integrated program support.

In 2026/27, Innovate BC will launch a coordinated, integrated innovation continuum that connects current programs and ultimately supports company progression from idea to adoption. This will help companies identify supports more efficiently while giving government clearer insight into outcomes and how programs collectively accelerate commercialization to grow BC companies, while reducing program duplication and improve clarity of support pathways for companies.

A performance measure for this goal will be introduced in the 2027/28 Service Plan once baselines and tracking methodologies are in place.

Objective 2.1: Build a unified operating approach across Innovate BC programs that furthers company progression along their commercialization journey.

Innovate BC will focus on modernizing our offerings by creating internal alignment of our programming along the innovation continuum and create standardized supports and progression criteria which will enable a scalable operating model of Innovate BC that supports long term program growth.

Key Strategies

- Implement common entry, referral, and exit points across Innovate BC and related innovation-based programs to create consistent pathways for company supports.
- Pilot a unified intake process across multiple programs to streamline access and improve fit.
- Establish consistent core criteria for monitoring longitudinal progression along the innovation continuum.
- Deliver clear materials that effectively communicate Innovate BC's program offerings across the innovation development continuum to ministries and key ecosystem partners.
- Deliver common commercialization supports such as IP readiness, market validation, or investment readiness, that evolve with companies' progress along the innovation continuum.

Objective 2.2: Strengthen coordination with ecosystem and funding partners to align supports for innovators while also offering greater support to high-growth potential companies

Innovate BC will focus on strengthening coordination with ecosystem and funding partners by establishing pathways and aligning complementary program supports for companies, enabling them to progress more effectively along the innovation continuum. At the same time, further support the growth of high-growth potential B.C. companies through expanded market and investment opportunities that improve the overall effectiveness of the provincial innovation ecosystem.

Key Strategies

- Establish referral processes with regional, sector, or selected government partners as appropriate to provide companies with a pathway to move more efficiently to the appropriate supports that best match their innovation stage and needs.
- Conduct annual ecosystem convening to support alignment and identify duplication and complimentary programming.
- Develop mutually informed performance indicators with partners, where appropriate, to improve understanding of innovation driven impacts, and identify where multiple partners contribute to outcomes.
- Strengthen partnerships with companies, investors and ecosystem enablers to offer high value support to companies that fills gaps, increases connections to customers and investment and that expand market opportunities for B.C. companies.
- Develop and deploy a strategy to broaden access to Innovate BC resources and programs for companies across the province, including those in Indigenous, racialized, rural, and regional communities.

Goal 3: Modernized internal operations that improve program service performance to support companies, partners, and government.

Innovate BC is modernizing its internal systems and operational processes to improve the internal efficiency of service delivery, increase consistency of delivery across programs, and provide clearer insights in support of efficient program delivery.

A performance measure for this goal will be introduced in the 2027/28 Service Plan once baselines and tracking methodologies are in place.

Objective 3.1: Streamline core processes to improve service quality, program efficiencies, and consistency of service across programs.

Innovate BC will refine and optimize internal workflows to eliminate inefficiencies and reduce complexity across key operational functions. Innovate BC will also build a cohesive operational environment by standardizing core internal procedures, leverage technology to improve efficiencies, establishing clear internal communication channels, and clarifying defined roles to reduce silos and enhance teamwork.

Key Strategies

- Conduct comprehensive review and analysis of existing practices
- Standardize and automate documentation and approval steps, as appropriate, for key processes and procedures
- Expand internal controls and compliance monitoring across financial and program activities.
- Establish cross-functional, collaborative teams to drive improvement and efficiency initiatives for key projects.

Objective 3.2: Improve Data Visibility and Reporting

Innovate BC will develop and implement a more streamlined reporting framework that provides improved visibility into key operational metrics. Enhanced transparency will allow for proactive issue resolution, continuous performance improvement and alignment with the organizational program continuum.

Key Strategies

- Automate reporting processes and data collection across Integrated Marketplace programs.
- Implement an organizational CRM system, integrating data sources from our Integrated Marketplace programs, and enabling more strategic data analysis.
- Deploy dashboards that enable leadership and teams to make informed, data-driven decisions quickly and accurately.
- Integrate annual risk assessments and data-driven insights into planning cycles.
- Utilize performance data to inform priority-setting and strategic decision-making.

Financial Plan

Financial Summary

\$000s	2025/26 Forecast	2026/27 Budget	2027/28 Plan	2028/29 Plan
Revenues				
Province of British Columbia ¹	18,168	18,011	15,511	6,361
Government of Canada ²	4,622	-	-	-
Service Revenue from Government of Canada ³	1,175	1,089	-	-
NRAS Endowment ⁴	3,437	2,537	2,568	2,818
Interest and Other	2,201	252	234	235
Total Revenue	29,603	21,889	18,313	9,414
Expenses				
Programs and Initiatives	20,600	13,749	10,418	1,813
NRAS Endowment	3,279	2,280	2,305	2,548
Salaries and Benefits	4,274	4,431	4,198	3,672
Rent	374	367	367	367
Amortization	217	196	155	128
Operational & Administrative Expenses ⁵	859	866	870	886
Total Expenses	29,603	21,889	18,313	9,414
Annual Surplus				
Total Liabilities⁶	11,317	10,280	9,212	7,894
Accumulated Surplus⁷	60,365	60,365	60,365	60,365
Capital Expenditures⁸	184	38	4	8

Note: The above financial information was prepared based on current Generally Accepted Accounting Principles.

¹ Funding from the Province of British Columbia includes: (i) \$6.4M annual core funding for 2025/26, 2026/27, 2027/28 and 2028/29; (ii) \$9.2M annually in 2025/26, 2026/27, and 2027/28 for the Integrated Marketplace; and (iii) \$2.6M in 2025/26 and \$2.5M in 2026/27 for the B.C. On-Farm Technology Adoption Program.

² Funding from the Government of Canada includes: (i) \$4.1M in 2025/26 from Pacific Economic Development Canada (Pacifican) for the Integrated Marketplace; and (ii) \$0.5M in 2025/26 from the National Research Council Canada for the IP Assist Program.

³ Service Revenue from the Government of Canada includes \$2.3M across 2025/26 to 2026/27 from Transport Canada for the ZEV Long Haul Trucking Project.

⁴ Accumulated investment earnings from the Natural Resources and Applied Sciences Research (NRAS) Endowment Fund provides funding for programs and initiatives that support the natural resources and applied sciences.

⁵ Operational and Administrative expenses include legal, audit, travel, directors' fees and office expenses.

⁶ Total Liabilities represents accumulated earnings on the Endowment Fund which have not been disbursed.

⁷ Accumulated Surplus includes \$50M of capital from the NRAS Endowment Fund, \$3.2M accumulated remeasurement gains on the Endowment Fund portfolio, \$6.6M unrestricted funds and \$0.6M invested in tangible capital assets.

⁸ Capital expenditures in 2025/26 include \$150k to develop the IP Hub and leasehold improvements. The balance of costs between 2025/26-2028/29 is for equipment, computer hardware and software.

Natural Resources and Applied Sciences Research (NRAS) Endowment Fund

In fiscal year 2005/06, Innovate BC was charged with stewarding an endowment contribution of \$50M from the then Ministry of Advanced Education. The endowment capital is permanently restricted (is held in perpetuity). Investment earnings on the endowment capital are restricted for intended uses, which includes prescribed uses supporting training, research and development, and other initiatives that support the natural resources and applied sciences, helping to fund programs that advance these objectives.

In fiscal year 2021/22, the Board approved a new Investment Policy and established a portfolio comprised of the NRAS funds managed by British Columbia Investment Management Corporation (BCI) with the intent of increasing the annual investment income. Due to volatility in the market, the value of the investment portfolio fluctuates and the original \$50M endowment may change by unrealized gains or losses.

\$000s	2025/26 Forecast	2026/27 Budget	2027/28 Plan	2028/29 Plan
NRAS Endowment Fund	53,168	53,168	53,168	53,168
Investment Income Accumulated, Beginning of Period	6,354	11,317	10,280	9,212
Annual Investment Income	8,400	1,500	1,500	1,500
Program Expenditure	(3,279)	(2,280)	(2,305)	(2,548)
Administrative & Professional Fee	(158)	(257)	(263)	(270)
Forecast Investment Income, End of Period	11,317	10,280	9,212	7,894

Key Forecast Assumptions, Risks and Sensitivities

- Unrestricted funds have been invested in a currently high-rate savings account; however, this rate is variable with a declining trend going forward. Some funds have been locked up to 2027, in GICs at high rates. There is uncertainty as to what the rates will be in the future.
- Earnings on the NRAS Endowment portfolio may encounter unrealized losses due to market risks related to its investments held with BCI.

- The forecast assumes high staffing levels in the current year (2025/26) and the next two years due to additional staff required for delivery of Integrated Marketplace, the Zero Emission Vehicle (ZEV) Long Haul Trucking Project, and Web Summit Vancouver.

Management's Perspective on Financial Outlook

- Innovate BC's programs will be primarily funded in the next three years by the Province through core funding and additional funds for the Integrated Marketplace for 2026/27-2027/28 (Budget 2025). Innovate BC will allocate its core funding to programs that meet its mandate and direction as provided by the Minister.
- The Government of Canada provided funding for 2025/26 for Elevate IP and the IP Assist program, which is an introduction to intellectual property for innovative SMEs. It is uncertain if these programs will be funded for co-delivery with Innovate BC in future years.
- The Government of Canada provided funding for 2025/26 for the Integrated Marketplace pilot. It is uncertain if this program will continue to be funded by the Government of Canada in future years.
- In addition, the Government of Canada will pay service revenue for 2025/26-2026/27 for the Zero Emission Vehicle (ZEV) Long Haul Trucking Project. It is uncertain if this service revenue will continue to be earned in future years.

Earnings on unrestricted investments increased in 2025/26 due to higher amounts of cash in interest-bearing accounts and income resulting from a one-time event related to a historical investment.

Appendix A: Mandate Letter from the Minister Responsible



May 22, 2025

Emilie de Rosenroll
Chair, Board of Directors
Innovate BC
#810 Four Bentall Centre, 1055 Dunsmuir Street
Vancouver, BC V7X 1J1

Dear Emilie de Rosenroll:

On behalf of Premier Eby and Executive Council, I would like to extend my thanks to you and your board members for your organization's leadership, dedication, and expertise in which you serve the people of British Columbia.

Public sector organizations—including Crown corporations, Health Authorities and Post-Secondary Institutions—support British Columbians by delivering vital public services and are accountable to the public through their Minister responsible. Your continued leadership in advancing and preserving the public interest strengthens trust in public institutions.

This mandate letter, which I am sending in my capacity as Minister responsible for Innovate BC, communicates our government's priorities for the entire public sector and provides specific direction and expectations of your organization for the duration of Government's term.

Government's priority is to make a tangible difference in people's lives through growing the economy, creating good paying jobs, strengthening health care, and making our communities and neighbourhoods safer for British Columbians. British Columbians expect public sector organizations to deliver responsible, quality services equitably in all regions across the province. This includes strategic stewardship in planning, operations, financial, risk, and human resource management including information security and privacy protection. Providing equitable service requires due consideration of the diverse needs of local communities with specific attention to the unique needs of rural, remote, and First Nation communities.

.../2

In the current economic and fiscal context including the threat of U.S. tariffs and other global economic challenges affecting British Columbian families, your organization is to work with ministry staff to review all existing programs and initiatives to ensure programs remain relevant, efficient, sustainable, grow the economy, and help keep costs low for British Columbians. Public sector organizations are expected to adhere to the principles of: cost consciousness, accountability, appropriate compensation, service, and integrity. This includes following the spirit and intent of core government fiscal management practices to make all efforts to achieve administrative and operating efficiencies while delivering core programs and services.

Strategic stewardship requires public sector organizations keep up-to-date systems and implement effective cybersecurity practices, including maintaining information management and cybersecurity policies, guidelines, and standards; assessing enterprise risk for high-value information and services, including confidential and sensitive data; and continuously evaluating and updating security practices to align with industry standards. The [Office of the Chief Information Officer](#) within the Ministry of Citizens' Services is available to support and offer guidance to your organization in any of these areas including communication protocols with core government.

As required by the *Climate Change Accountability Act*, you must ensure your organization implements plans and strategies for minimizing greenhouse gas emissions and managing climate risk. Your organization is expected to work with my ministry to report out on these plans and activities as required by legislation. Public sector organizations will continue to take action on climate change, a commitment that remains foundational and key to a healthy and prosperous BC for future generations.

Underlying all this work is our partnership with Indigenous peoples and our commitment to advancing reconciliation. I expect your organization to comply with the *Declaration on the Rights of Indigenous Peoples Act*, including implementing existing commitments made under it. I expect your organization to work in partnership with First Nations rights-holders to advance shared interests.

Public sector organizations must also adhere to government direction provided through the [Public Sector Employers' Council Secretariat](#) (PSEC) with respect to public sector compensation and bargaining mandates. Your organization's compensation decisions must be consistent with policy direction provided through PSEC.

Please coordinate closely with PSEC before finalizing compensation decisions for existing CEOs or Presidents and Vice Presidents and in the recruitment of new CEOs or Presidents. PSEC consultation is also encouraged prior to hiring for Vice President positions.

The Crown Agencies Secretariat (CAS) in the Ministry of Finance supports public sector organizations to operate effectively, in the public interest, and aligned with government's strategic direction and priorities. Within CAS, the [Crown Agencies and Board Resourcing Office](#) will continue to support your board on recruitment, appointments, and professional development by ensuring board composition and governance reflects the diversity of our province.

I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your organization and as you develop plans to address the following priorities:

- In alignment with Government's strategic direction, continue to build and maintain strategic partnerships with technology and innovation stakeholders, particularly with industry and other adopters of technology.
- Continue to develop and deliver tools, resources, expert guidance, programs, and initiatives that increase company growth, accelerate technology commercialization, adoption, diffusion and export, and support job creation, ensuring that the benefits of technology and innovation are felt around the province, inclusive of under-represented groups including IBPOC (Indigenous, Black and People of Colour), and rural and northern communities.
- Provide options on how to support the BC Fast Pilot program (a program that assists BC businesses to secure their first paying customer).
- Work with the Government to review all existing Innovate BC programs and initiatives to ensure programs remain relevant, are efficient, grow the economy, and help keep costs low for British Columbians and BC businesses.
- Collect and share data with the Government to inform and improve the development of technology and innovation policy and programming particularly related to technology adoption and scale up.
- Work with ecosystem partners to leverage collaborative opportunities, such as the Web Summit Vancouver conference, to ensure BC businesses are well-positioned to discover and engage new markets and maximize investment avenues.
- In alignment with Government's strategic direction, develop and deliver the next iteration of Integrated Marketplace Initiative, including leveraging federal and industry funding to maximize program funding and increase resilience, productivity, and competitiveness of BC business.

- Each board member is asked to sign this letter to acknowledge this direction from government to your organization. The signed letter is to be posted publicly on your website by June 2025.

I look forward to continuing to work with you and your board colleagues to ensure the sustainable delivery of the services the public relies on.

Sincerely,



Diana Gibson
Minister

Date: May 22, 2025

cc: Honourable David Eby, KC
Premier

Shannon Salter
Deputy Minister to the Premier, Cabinet Secretary
and Head of the BC Public Service

Doug Scott
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Elenore Arend
Associate Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Fazil Mihlar
Deputy Minister
Ministry of Jobs, Economic Development and Innovation

Dan Breznitz
Director
Innovate BC

cc: Elicia Maine
Director
Innovate BC

Jameel Sayani
Director
Innovate BC

Edoardo De Martin
Director
Innovate BC

Tom Nyberg
Director
Innovate BC

Hana Doubrava
Director
Innovate BC

Marylin Mauritz
Director
Innovate BC

Jaswinder Kaur Adcock
Director
Innovate BC

Ryan St Germaine
Director
Innovate BC

Amanda Fern Hobson
Director
Innovate BC

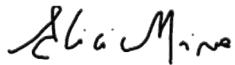
Peter Cowan
Chief Executive Officer/President
Innovate BC



Emilie de Rosenroll
Chair, Innovate BC
Date: 6/3/2025



Dan Breznitz
Director, Innovate BC
Date: 6/4/2025



Elicia Maine
Director, Innovate BC
Date: 6/2/2025



Jameel Sayani
Director, Innovate BC
Date: 6/2/2025



Edoardo De Martin
Director, Innovate BC
Date: 6/2/2025



Tom Nyberg
Director, Innovate BC
Date: 6/4/2025



Hana Doubrava
Director, Innovate BC
Date: 6/3/2025



Marylin Mauritz
Director, Innovate BC
Date: 6/5/2025

Jessie Adcock

Jaswinder Kaur Adcock

Director, Innovate BC

Date: 6/4/2025

Ryan St. Germaine

Ryan St Germaine

Director, Innovate BC

Date: 6/4/2025

Amanda Hobson

Amanda Fern Hobson

Director, Innovate BC

Date: 6/4/2025