



## CANADA'S STRATEGIC CHOICE

*Vancouver's Bid to Host the Defence,  
Security and Resilience Bank*



# Future Home of the Defence, Security and Resilience Bank

## Vancouver, British Columbia, Canada

### Canada is the Lowest-Risk, Highest-Trust Choice

Canada is a reliable, stable partner with strong rule of law, independent institutions, and the capacity to support multilateral organizations over decades. It has sophisticated capital markets, long-term pension capital, and a sound regulatory framework that provides a secure base for mobilizing long-duration investment. With deep ties across Europe, the U.S., the Indo-Pacific, and the Arctic, Canada aligns perfectly with the Bank's global mandate.

### Vancouver is the city.

Canada has what the world wants—BC has all of it in one place.

- Natural and strategic economic resources
- Human capital and financial strength
- Governance, stability, and values.

Only one province brings all three together in one place: British Columbia.

### A Unique Position: —Nationally and Globally

Vancouver occupies a position no other Canadian city can replicate. It is geographically the only major centre where business can be conducted with Asia and Europe in a single day. This is not simply a convenience. It is a long-term operational advantage.

Vancouver is Canada's bridge from Europe to Asia, with direct Arctic connection, mirroring the evolving priorities of global security, supply-chain resilience, and allied cooperation.

### The Talent the Bank Needs: On Day One

Vancouver is a globally connected city with the depth of talent required for the Defence, Security and Resilience Bank to succeed immediately. It is home to Canada's leading concentrations of expertise in cybersecurity, AI, quantum and digital infrastructure, alongside sophisticated financial, legal, and governance talent. Full consular representation, a diverse and multilingual workforce, and experience in multilateral institutions, international finance, and security-adjacent industries, mean the Bank can perform from day one.

### Governance, Stability, and Trust

British Columbia reflects Canada's most trusted attributes: strong democratic institutions, political and fiscal stability, and a values-based governance that includes sustainability and Indigenous partnership. These are the qualities allies and investors look for when placing long-term confidence in a multilateral institution.

### Ready and Backed to Succeed

Vancouver is ready.

- Ready with space*
- Ready with infrastructure*
- Ready with people*

British Columbia and its partners are prepared to provide clear, tangible supports at launch – operational, financial, and institutional – to ensure the Bank's immediate effectiveness and long-term success.

### The Strategic Choice

Selecting Vancouver is not simply choosing a city. It is choosing the only place in Canada where resources, talent, values, and global connectivity converge – where the Defence, Security and Resilience Bank can operate as the truly global institution it is intended to be.

**Canada has what the world wants.**

**British Columbia has all of it.**

**Vancouver is ready.**



## Vancouver is the one place in Canada where global connectivity, day-one capability, launch readiness, and values-based legitimacy converge to make the DSRB immediately effective.

Taken together, these factors position Vancouver as the location offering the greatest alignment with allied operational timelines, geographic priorities, and long-term resilience requirements.

	VANCOUVER	TORONTO	OTTAWA	MONTREAL
Indo-Pacific alignment	<b>Very strong</b>	Strong	Limited	Limited
Arctic connection	<b>Operational</b>	Peripheral	Strategic	Peripheral
Time-zone coverage	<b>Continuous</b>	Partial	Partial	Partial
Long-term risk	<b>Very Low</b>	Low	<b>Very Low</b>	Low



## Message from the Premier of British Columbia, David Eby

The world is changing, and British Columbia is ready.

As global partners work to strengthen security, reinforce critical supply chains, and adapt to rising geopolitical complexity, British Columbia has what the world wants: energy, critical minerals, innovation and talent. We are leading with confidence. Our strengths place us at the forefront of Canada's economic future and make Vancouver Canada's strongest choice for the location for the Defence, Security and Resilience Bank.

A group of leaders from business, industry, First Nations and higher education has come together with local and provincial governments to prepare this bid. They have demonstrated that British Columbia offers the Defence, Security and Resilience Bank something no other jurisdiction can match: a place where deep global connectivity, worldclass talent, and immediate operational resilience come together in one place – Vancouver.

This bid is more than a location, it is where Canada's strengths converge: the innovation, stability, and global reach that define British Columbia make Vancouver the natural home for an institution built for the challenges of the next century. Our province is the environment where the Bank's mission will thrive and the platform where Canadian values will lead.

Selecting Vancouver is choosing a city and a province built for the moment. It is choosing a headquarters location that aligns with the Defence, Security and Resilience Bank's purpose and supports its mission, positioning Canada as a trusted partner in strengthening global security and resilience.

The decision before Canada is where to place the Defence, Security and Resilience Bank to guarantee its profile and success: defined that way the choice is clear.

Canada has what the world wants. British Columbia brings it together. Vancouver is the strategic choice.

A handwritten signature in dark ink, reading "David Eby". The signature is fluid and stylized, with a long horizontal stroke extending from the end.

Honourable David Eby, Premier of British Columbia





## Message from Minister Ravi Kahlon

British Columbians understand that our national security and defence capabilities matter now more than ever, and as a province that gets things done, Vancouver's bid to host the Defence, Security and Resilience Bank reflects that spirit.

Countries around the world are looking for secure supply chains, strong partnerships, and the innovation needed to navigate a changing global economy. Here in B.C., we're already leading in the areas that matter most: clean energy, critical minerals, advanced manufacturing, cybersecurity, and the talent that drives these industries forward.

That's what makes Vancouver such a natural fit for the DSRB. It's a globally connected city with deep ties across the Indo-Pacific and Europe, supported by an ecosystem where industry, researchers, First Nations, and governments work together to deliver results. And it's a city that attracts and retains the skilled, diverse workforce the DSRB will rely on.

British Columbia is aligning its economic strategy with Canada's ambitions on the global stage. The DSRB will find here not only a headquarters location, but a strategic province committed to helping it succeed.

Vancouver brings together the people, innovation, and global reach needed to build a more secure and resilient future. You can see that reflected in the work of the committee that has assembled this bid. We're ready to support the Bank's mission—and proud to put this bid forward.

Honourable Ravi Kahlon, Minister of Jobs and Economic Growth

# Message from the Mayor of Vancouver, British Columbia, Ken Sim

As Mayor of the City of Vancouver, I am proud to strongly support Vancouver's bid to host the Defence, Security and Resilience Bank.

Vancouver offers a uniquely strategic and operationally relevant location for a multilateral institution whose mandate spans defence capability, secure supply chains and allied resilience. As set out in this bid, Vancouver is the only Canadian city positioned to support continuous, same-day operations across the Indo-Pacific, the Arctic and Europe—providing a permanent operational advantage for coordination with allied governments, industries and financial partners, and placing the Bank directly within the geographies that increasingly define global security and resilience priorities.

From the City of Vancouver's perspective, this bid reflects our long-standing role as a globally connected headquarters city and international convening platform. Vancouver brings together deep financial, legal, digital and cybersecurity expertise alongside advanced technology and industrial ecosystems that are directly relevant to the Bank's mission. This allows the Defence, Security and Resilience Bank to operate within the real systems it is designed to finance and strengthen—rather than alongside them.

Just as importantly, Vancouver is ready. The City is prepared to work in close partnership with the Province of British Columbia and the Government of Canada to prioritize and streamline municipal approvals, support rapid establishment, and provide

a predictable and coordinated pathway for the Bank's launch and long-term growth. Secure, transit-connected headquarters options are available immediately, with scalable capacity to support future expansion.

Vancouver also offers a safe, stable and internationally familiar living environment for senior officials, technical experts and their families. Our quality of life, education systems, multilingual communities and established newcomer supports are structural advantages that directly contribute to staff retention, institutional continuity and long-term operational performance.

Hosting the Defence, Security and Resilience Bank in Vancouver would advance Canada's national interests by strengthening Indo-Pacific and Arctic engagement, reinforcing allied cooperation, diversifying the country's institutional footprint, and positioning Canada at the operational centre of the global security and resilience agenda.

The City of Vancouver stands ready to be a committed and long-term partner to the Defence, Security and Resilience Bank and to all participating governments. We are confident that Vancouver offers the strongest combination of strategic positioning, operational readiness, institutional credibility and global connectivity to support the Bank's success from day one and for decades to come.



# Message from the Committee

Canada stands at a moment of opportunity – one shaped by shifting global dynamics, rising security demands, and the need for resilience across our allied networks. Recognizing this, leaders from across British Columbia have come together with a shared belief: that Canada is ready to play a larger role in strengthening global security, and that Vancouver, in particular, offers a uniquely powerful platform to support that mission.

What began as a conversation among business leaders has quickly grown into a unified effort to position Vancouver, British Columbia, and Canada for success. Our belief that this country can and should host the Defence, Security and Resilience Bank sparked the work that has led to weeks of collaboration and the development of this bid document. As we advanced this work, the defining strengths of British Columbia and Vancouver became evident, its global reach, resilient capabilities, unparalleled talent, and strategic position.

Vancouver is Canada's strategic choice for the Defence, Security and Resilience Bank. Our bridge to the Indo-Pacific, Arctic and Europe, our pool of talent, industry, and innovation and our ability to guarantee the Defence, Security and Resilience Bank is ready to operate immediately cannot be found anywhere else in Canada, or the world. Here, proximity to allied supply chains, deep security expertise, and a globally connected urban centre ensure the Defence, Security and Resilience Bank can begin delivering impact immediately.

Together, we are advancing this vision rooted in national interest, long term resilience, and Canada's role as a trusted partner to its allies. This bid reflects more than a location. It reflects a place where Canada's strengths converge: the innovation, stability, and global reach that define British Columbia and make Vancouver the natural home for an institution built for the challenges of the next century.

And it reflects the determination of those who stepped forward to drive this work; leaders who understand that decisions of national significance require clarity, courage, and the discipline to pursue them with purpose.

We are united by a simple idea: Canada is ready. British Columbia is ready. Vancouver is ready. And this is our moment to lead.



# Table of Contents

<b>I. Global Connectivity and Tri-Continental Bridge</b>	<b>8</b>
Indo-Pacific Alignment, Arctic Corridor, and Time Zone Advantage	
<b>II. Innovation, Talent, and Structural Advantages</b>	<b>13</b>
Diplomatic Platform, Defence/Security Ecosystem, and Governance	
<b>III. Ready on Day One: Headquarters and Commitments</b>	<b>18</b>
Launch Readiness, Office Space Options, and Government Support	







# **A Bridge for Our Allies to the World**

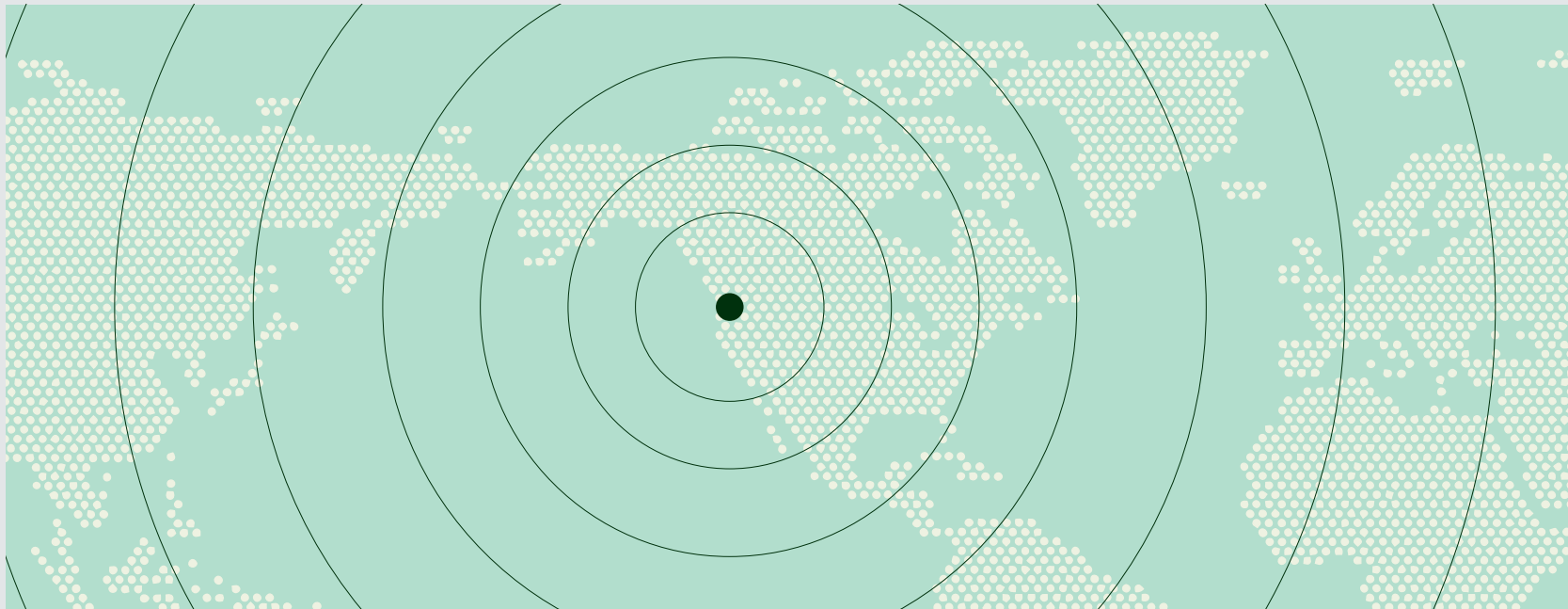
# A Tri-Continental Bridge: Indo-Pacific /Arctic /Europe

**Vancouver is the only Canadian city that physically and operationally links the Indo-Pacific, the Arctic, and Europe. This tri-continental positioning directly aligns with the Defence, Security and Resilience Bank's mandate to support allied security, supply-chain resilience, and defence-relevant investment across multiple theatres at once.**

From Canada's gateway to the Pacific, DSRB can operate seamlessly across Europe, North America, and the Indo-Pacific within a single operating day, enabling continuous coordination with allied governments, industries, and institutions.

The DSRB is a geopolitical and operational instrument, not simply a financial one. Its location must therefore maximize global reach, operational relevance, and strategic signalling – not just access to capital markets.

*Vancouver uniquely meets these requirements.*





# Strategic Global Connectivity

## —Indo-Pacific Alignment

Vancouver is the closest Canadian hub, and primary gateway, to key Indo-Pacific capitals, especially Southeast Asia, Japan, Australia and South Korea; the fastest-growing theatre for allied defence, security, and resilience cooperation.

### Integrated Air and Marine: Infrastructure that Operationalizes Resilience

Consistently ranked as North America's best airport, Vancouver International Airport provides direct access to almost all DSRB member countries – more than any other Canadian airport.

Expanding non-stop service to the Indo-Pacific significantly reduces travel time for missions with IP4 partners, enabling faster engagement, more frequent collaboration, and stronger allied coordination.

The Port of Vancouver is Canada's largest and most integrated port network, providing fast, reliable access to Indo-Pacific and North American trade corridors.

Its proximity to Indo-Pacific capital pools and defence-relevant industrial supply chains places the DSRB close to the real-world systems it is designed to finance and strengthen — not just financial markets.

Vancouver's west-coast location also enables rapid mobility, surveillance and geopolitical reach into the Indo-Pacific and western Arctic, reinforcing allied deterrence, resilience, and response capacity in regions of growing strategic competition.

	Vancouver (YVR)		Toronto (YYZ)		Montréal-Trudeau (YUL)		
	Flying time to destinations	# of direct weekly flights	Flying time to destinations	# of direct weekly flights	Flying time to destinations	# of direct weekly flights	
<b>Asia</b>							
Seoul (ICN)	12hrs 10mins	18/21	15hrs 25mins	12	----	0	
Singapore (SIN)	16hrs 50mins	4/5	----	0	----	0	
Taipei (TPE)	13hrs 05mins	14/14	15hrs 55mins	7	----	0	
Tokyo	10hrs 30mins	26/25	13hrs 50mins	10	14hrs 00mins	4	
<b>North America</b>							
San Francisco (SFO)	02hrs 38mins	84/52	06hrs 10mins	38	06hrs 32mins	7	
Los Angeles (LAX)	03hrs 10mins	77/44	05hrs 39mins	40	06hrs 19mins	9	
New York (JFK)	05hrs 35mins	26/25	02hrs 08mins	45	01hrs 50mins	7	
<b>Europe</b>							
Frankfurt (FRA)	10hrs 05mins	21/7	08hrs 00mins	23	07hrs 40mins	7	
London (LHR)	09hrs 35mins	28/14	07hrs 25mins	40	07hrs 00min	15	
<b>Oceania</b>							
Sydney (SYD)	15hrs 55mins	10/10	----	0	----	0	

**60-70% of defence-relevant manufacturing inputs originate across 40 economies and \$47T in economic activity.**

The Port of Vancouver has access to them all.

# Canada's Strategic Arctic Corridor

Vancouver plays a central role in Canada's Arctic posture, serving as a western gateway that supports rapid mobility, logistics, and situational awareness across the Arctic corridor. Its west-coast infrastructure strengthens Canada's ability to maintain presence and respond as activity and competition in the Arctic increase.

As Canada accelerates investment in Arctic defence and northern infrastructure, including expanded early-warning systems, satellite communications, and northern support hubs, Vancouver's strategic location enhances national readiness and resilience by linking Pacific access with Arctic reach.

Unlike locations oriented primarily to domestic finance or continental trade, Vancouver integrates Canada's Indo-Pacific engagement with its Arctic security responsibilities, positioning the DSRB inside the geographies that increasingly define allied defence and resilience.

The co-location of air and marine infrastructure reinforces the Bank's credibility as an institution grounded in operational resilience, connecting the Indo-Pacific, the Arctic, and transatlantic partners within a single strategic geography.

## Strategic Global Connectivity - By Time Zone

Vancouver's time zone delivers a decisive operational advantage. While cities like Toronto, Montreal and Ottawa structurally limit real-time coordination with Indo-Pacific partners during critical operational windows, from Vancouver, the DSRB can conduct same-day operations with Europe, North America, Japan, Korea, Southeast Asia, Australia, and New Zealand. This enables overlapping trading hours, real-time treasury and FX operations, and continuous decision-making across global markets and governments.

Vancouver offers the most balanced and globally synchronized operating window of any major Canadian city. This geography is not a convenience; it is a permanent strategic advantage that allows the Bank to operate at the speed its mission demands.

### Vancouver International

**Airport:** direct access to Asia-Pacific capitals

**Port of Vancouver:** Canada's most strategically significant maritime gateway

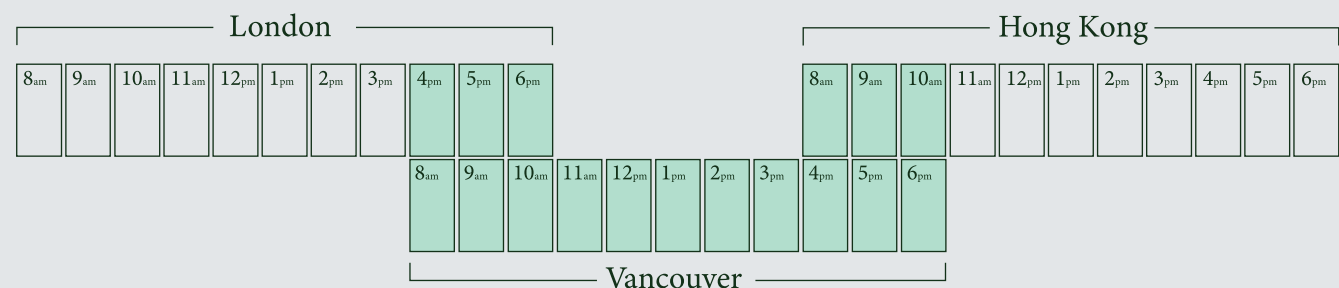
### Co-location links DSRB capital to real-world systems:

- Defence and critical supply chains
- Critical infrastructure and logistics resilience

### Result:

**A bank grounded in operational resilience — enabling faster allied engagement, proximity to defence-relevant supply chains, and continuity during global disruption.**

*Vancouver occupies a unique “sweet spot” in the global clock, functioning as the only major Canadian business hub that can facilitate same-day operations across three major economic regions. Its position in the Pacific Time Zone (PT) allows for a morning overlap with Europe and an afternoon/evening overlap with the Indo-Pacific.*



# Relationships that Span the Globe

The Defence, Security and Resilience Bank will operate most effectively in a city where global relationships are already embedded in day-to-day practice. Vancouver provides that environment, giving the Bank immediate, working-level access to governments, institutions, and global communities across its full membership.

## An Embedded Global Diplomatic Platform

Vancouver hosts one of Canada’s largest and most diverse consular communities, representing more than 80 countries, encompassing the majority of DSRB members. Many Vancouver-based consuls hold multi-provincial mandates, giving the Bank national-level diplomatic reach from a single location.

The Consular Corps Executive Committee works continuously with federal, provincial, and municipal governments, providing a trusted and ready support network for DSRB leadership, staff, and member governments from day one.

These relationships are operational, not ceremonial. Vancouver’s diplomatic networks function through routine, working-level coordination on issues such as mobility, security, procurement, and institutional engagement, reducing friction and accelerating execution for a multilateral institution operating at the intersection of security, finance, and resilience.

## Strong Diaspora Networks

Vancouver’s global connectivity extends beyond formal diplomacy. Immigration drives the region’s growth and workforce, embedding language capacity, cultural fluency, and trusted international networks into daily operations.

Deep Indo-Pacific and Western Hemisphere connections support language capacity, cultural fluency, and multilateral staffing.

Vancouver has one of the highest shares of foreign-born residents globally, supporting the Bank’s ability to attract, retain, and stabilize an international workforce over the long term.

This is not simply a measure of diversity — it is a strategic asset. Vancouver allows the DSRB to operate inside existing, trusted global networks, strengthening allied confidence, accelerating coordination, and reducing long-term institutional risk.

**More than 40 percent of British Columbia’s population is born outside Canada, and approximately 35,000 newcomers settle in Vancouver each year.**

### Major Consulates General

Argentina  
Brazil  
China  
Colombia  
El Salvador  
Finland  
France  
Germany  
Greece  
India  
Indonesia  
Ireland  
Italy  
Japan  
Malaysia  
Mexico  
Netherlands  
Pakistan  
Panama  
Peru  
Philippines  
Poland  
Romania  
Singapore  
South Korea  
Spain  
Switzerland  
Thailand  
Turkey  
the United Kingdom  
the United States  
Uruguay  
Vietnam.

### Other Consulates & Honorary Consulates

Afghanistan  
Albania  
Australia  
Austria  
Barbados  
Belgium  
Belize  
Bolivia  
Burkina Faso  
Cambodia  
Chile  
Costa Rica  
Côte d’Ivoire  
Croatia  
Cyprus  
Czech Republic  
Denmark  
Ecuador  
Estonia  
Fiji  
Ghana  
Guatemala  
Guinea  
Hungary  
Iceland  
Jamaica  
Jordan  
Kenya  
Laos  
Latvia  
Lesotho  
Lithuania  
Luxembourg  
Mali  
Malta  
Mauritius  
Monaco  
Mongolia  
Montenegro  
Morocco  
Myanmar  
New Zealand  
Norway  
Paraguay  
Portugal  
Senegal  
Serbia  
Slovakia  
Slovenia  
Solomon Islands  
South Africa  
Sri Lanka  
Sweden  
Syria  
Taiwan  
Tunisia  
Uganda  
Ukraine  
Venezuela





# **An Innovation Powerhouse** —with Deep Talent & Global Appeal

# Beyond Finance:

## —Embedding the Bank in the Defence and Security Ecosystem

Canada's advantage in Vancouver is not scale—it is proven capability. Over decades, the region has repeatedly delivered first-of-kind technologies with direct defence, security, and resilience relevance through globally significant companies such as MacDonald Dettwiler and Associates (MDA), the world's first commercial space defence company; D-Wave Systems, the first commercial quantum computing company; and General Fusion, the first firm founded explicitly to commercialize nuclear fusion energy. This record extends to CREO in secure digital production systems, Ballard Power Systems in resilient alternative power, Electronic Arts (EA) in industrial-scale simulation technologies, and Weatherhaven in Arctic survival and mobility systems deployed by 24 Arctic and Antarctic nations.

Together, these capabilities have consistently generated dual-use applications underpinning allied defence readiness, critical infrastructure protection, and operational resilience. Locating the Defence, Security and Resilience Bank in Vancouver embeds the institution within proven production and deployment systems aligned with its mandate—strengthening execution credibility, accelerating operational effectiveness, and reducing long-term institutional risk.

### **Clean, Reliable Power – Operational Continuity by Design**

British Columbia's electricity system is among the most reliable globally, delivering system reliability and supporting uninterrupted operations for energy-intensive digital, data, and security functions. Nearly 98% of generation comes from renewable sources, primarily hydroelectric, complemented by wind and other renewables.

This is not an environmental advantage—it is an operational one.

Clean, stable power reduces exposure to energy shocks, enhances infrastructure resilience, and supports continuous secure operations. For the DSRB, this underpins business continuity, data integrity, and system reliability in a way that is structural, not mitigative.

### **Critical Minerals, Clean Energy, and Allied Supply Chains**

British Columbia is a global hub for critical minerals and clean energy development, hosting more than 1,100 international exploration and mining companies, including major Indo-Pacific and European players like LNG Canada and Teck Resources. These firms anchor global supply chains, capital flows, and technical expertise in materials essential to modern defence systems – from electrification and advanced manufacturing to aerospace, sensors, and data infrastructure.

Locating the DSRB in Vancouver places it at the centre of these strategically important industrial systems, enabling direct engagement with the sectors it is designed to finance. BC's diversified energy mix, including LNG, pipeline natural gas, hydrogen, and renewables, further reinforces its role as a trusted supplier to allied markets, reducing geopolitical and supply-chain risk.

### **Defence and Dual-Use Industrial Strengths at Scale**

Vancouver anchors British Columbia's defence industrial base across marine, aerospace, and ocean technologies, supported by advanced manufacturing and advanced dual-use capabilities in drones, robotics, remote sensing, cybersecurity, quantum technologies, and AI.

CFB Esquimalt is home to the Royal Canadian Navy's Pacific Fleet, providing Canada with a permanent, operational naval presence on the Pacific coast. This enables continuous surveillance, deterrence, and rapid response across the Northeast Pacific and Indo-Pacific.

The province hosts one of Canada's most developed marine sectors, centered on Seaspan's North Vancouver shipyard, alongside aerospace clusters closely integrated with the Boeing-Washington State value chain. This ecosystem reflects the reality of modern defence: systems that integrate surveillance, unmanned platforms, data protection, and operations in complex and extreme environments.

For the DSRB, this means operating within an active, allied-linked defence and innovation ecosystem, grounded in real production, supply chains, and technology deployment—not a location that is primarily administrative or symbolic.



# Convergence:

## —Finance, Technology, and Security Coverage

### Where Finance, Technology, and Security Converge

Vancouver provides a uniquely integrated operating environment where finance, digital infrastructure, cybersecurity, and defence-adjacent industrial capacity reinforce one another. This convergence directly aligns with the DSRB's core requirement to mobilize capital rapidly, securely, and credibly in support of allied security and resilience.

#### Finance

The DSRB does not require proximity to pension fund headquarters; it requires secure, trusted access to global capital markets.

Vancouver provides this through strong representation from Canada's Big Six banks and longstanding connectivity to Asian financial markets. This strong connectivity is reflected in Vancouver's role as headquarters to Canada's only Asia-focused international bank, HSBC Canada (recently acquired by RBC). This connectivity, supports diversification, resilience, and global integration without concentrating system-critical functions in a single financial centre.

**There is a reason Mastercard has established its Global Intelligence and Cyber Centre of Excellence in Vancouver.**

### Digital Infrastructure

Vancouver is one of Canada's leading digital hubs, fuelled by TELUS' major investments in fibre, 5G, and AI-ready networks. This infrastructure enables high-availability, low-latency, and secure digital operations. For the DSRB, this means a location where digital resilience, data integrity, and governance are embedded in the operating environment rather than layered on afterward.

#### Cybersecurity

Vancouver's cybersecurity ecosystem is rapidly advancing, anchored by global firms such as Mastercard, Sophos, and Splunk (Cisco), alongside a growing cohort of domestic innovators. This concentration supports secure handling of sensitive financial, operational, and geopolitical information—an essential requirement for the DSRB's mandate.

Together they have made the city of Vancouver a key centre for cybersecurity in Canada. This expertise carries across defence, critical infrastructure, and enterprise sectors, supporting the DSRB's need to operate within a secure digital ecosystem capable of managing sensitive financial, operational, and geopolitical information.



# Talent Pipeline:

## —Ready, Retained, and Applied

Universities play a big role in training future employees and the skillsets needed for defence funding. The blending of skillsets needed, while growing the pipeline, will be key to the long-term success of the Bank.

British Columbia's post-secondary institutions provide a stable, long-term talent pipeline for finance- and security-adjacent institutions. Nearly 90% of graduates remain in the province, reducing churn and execution risk.

Crucially, these institutions are structured for applied contribution, not just academic output. Work-integrated learning is a cornerstone across programs, ensuring graduates arrive job-ready, with practical experience and familiarity with regulated, secure environments. This enables rapid staffing and scaling without extended ramp-up periods.

---

BC universities rank among Canada's top institutions and are globally recognized for research and applied education. Rapid growth in high-demand fields such as computer and information sciences (+126%) and engineering (+69%) is fuelling innovation in areas critical to DSRB's mandate, including cybersecurity, artificial intelligence, advanced manufacturing, and critical infrastructure.

---

### **Deep, Retained Talent: A magnet for global professionals**

Vancouver attracts and retains highly specialized global talent across technology, policy, and finance. It is one of North America's most diverse and fastest-growing technology labour markets, with high concentrations of software engineers, AI specialists, and advanced technical expertise—including home-grown leadership in quantum technologies.

Since 2020, Vancouver's working-age population has grown faster than other major Canadian cities (+15.5%), reinforcing its capacity to support institutional growth over time. Unlike markets where scale comes with intense competition and high turnover, Vancouver offers a balanced labour environment that supports rapid stand-up, continuity, and long-term institutional performance.

For the DSRB, this translates into immediate access to the expertise required to finance, govern, and safeguard defence and security investments –all within an ecosystem designed for resilience, execution, and credibility.

Whether it's BC's university graduates, or talent attracted from Silicon Valley and the Cascadia corridor, talent doesn't just come to Vancouver – it stays.

### **In Vancouver, you'll find:**

North America's most diverse tech workforce, fastest growing tech sector and highest concentration of software engineers.

One of the highest concentrations of AI talent in Canada.

D-Wave, the world's first quantum company, emerged as a homegrown startup from UBC.

# Structural Advantages that Endure

## **Institutional Legitimacy and Long-Term Credibility**

British Columbia is characterized by strong rule of law, predictable regulatory frameworks, and stable public institutions. These conditions provide confidence that a multilateral institution operating in sensitive security, infrastructure, and capital-market domains can do so without governance disruption or uncertainty over time.

For allied governments and international partners, this stability reinforces Canada's credibility as a reliable host country able to support multilateral institutions across their full life cycles, not only at launch.

## **Environmental Resilience as an Operational Advantage**

Environmental stewardship in British Columbia is institutionalized and operational, with direct implications for long-term resilience and business continuity. High rates of clean electricity generation, integrated transportation systems, and resilient urban infrastructure reduce exposure to energy shocks, climate-related disruption, and infrastructure stress.

For the DSRB, this translates into lower long-term operational risk, stronger continuity for mission-critical functions, and an operating environment aligned with Canada's international commitments to resilience and sustainable growth—without requiring additional mitigation at the institutional level.

This is not a values consideration; it is a risk-management advantage.

## **Indigenous Reconciliation and Long-Term Legal Certainty**

British Columbia's approach to reconciliation with Indigenous Peoples is embedded in governance, land-use planning, and institutional decision-making. Long-standing partnerships with First Nations reflect Canada's constitutional obligations and provide legal clarity and predictability for institutions operating within the province.

For a multilateral institution with long-term security, infrastructure, and financial responsibilities, this governance model reduces the risk of land-use conflict, legal challenge, and reputational exposure over time. It strengthens institutional legitimacy and reinforces Canada's standing as a host jurisdiction capable of supporting complex international organizations responsibly and durably.

The location of the DSRB will signal how Canada approaches governance, resilience, and institutional responsibility in an increasingly complex security environment. Hosting the Bank in a jurisdiction that demonstrates stability, legitimacy, and long-term risk discipline strengthens allied confidence; not only in the Bank itself, but in Canada's role as a host and partner.

British Columbia provides these conditions in a way that supports the DSRB's credibility from inception through decades of operation.

# Ready on Day One: Secure, Scalable & Government-Backed

## **Ready on Day One: A Headquarters Environment Built for Continuity and Retention**

For a first-of-its-kind multilateral security institution, speed to operation and long-term stability are as critical as mandate alignment. The DSRB must stand up quickly, attract senior international talent, and retain staff over long postings without the disruption, churn, and relocation risk that undermine institutional performance.

Vancouver uniquely delivers this from day one.

## **Immediate Launch Readiness**

Vancouver offers move-in-ready, secure office space in the downtown core, enabling the DSRB to begin operations immediately at scale. Proposed headquarters sites are transit-connected, ensuring predictable access for staff, partners, and visiting delegations, including direct rapid-transit connectivity to Vancouver International Airport in under 20 minutes.

This reduces start-up friction, supports predictable daily operations, and ensures continuity during periods of heightened activity or disruption. This is an essential condition for a security-focused financial institution operating across multiple time zones.

## **Aligned Governments. Accelerated Approvals.**

Equally important, provincial and municipal partners are aligned and prepared to move quickly, streamlining approvals, supporting staff relocation, and removing administrative barriers that often delay institutional stand-up.

## **Scalable Headquarters Options in a Secure Urban Core**

All proposed DSRB headquarter sites are directly accessible by rapid transit and supported by multiple transportation modes, including rail, ferry, seaplane, and helicopter access. As the Bank grows, Vancouver can accommodate expansion within existing premier buildings or support the development of a purpose-built headquarters, without disrupting operations or fragmenting staff.



### TELUS Garden

TELUS Garden, a 24-story trophy building, offers LEED platinum office space alongside a 44-story LEED gold residential tower in the heart of downtown's banking district. Two blocks of secure floors are available, offering flexibility at launch and clear expansion capacity within the building. With TELUS occupying 50% of the office space, the facility benefits from the highest calibre connectivity, resilience and security already in place. The site supports secure operations suitable for a multilateral financial institution handling sensitive data and workflows.

#### Availability

160,000 sq ft — available July 2026 (direct lease), \$81 psf

87,700 sq ft — available immediately  
(sublease through September 2035), \$61 psf



### The Exchange

The Exchange offers a secure, centrally located headquarters, integrating Vancouver's Old Stock Exchange Building with a new LEED platinum 31-storey architectural masterpiece in the heart of the city. Located within a 5-minute walk from major regional transit connections (Waterfront SkyTrain station, SeaBus terminal, and West Coast Express commuter train), the site ensures reliable access for staff, partners and visiting delegations.

Floors 22 to 28 are available in May 2026. For increased security, each floor maintains separate, secure access. With a five to ten year lease commitment, the landlord will consider a surrender buyout to lower costs.

#### Availability

89,826 sq ft — available May 2026  
(sublease through December 2028). \$71 psf

# Infrastructure You Can Rely On

Vancouver supports mission-critical operations with highly reliable energy supply, a modern digital backbone, and a globally recognized cybersecurity ecosystem, paired with its proximity to Canada's defence, aerospace, and shipbuilding sectors — creating a secure, strategically positioned environment for mission-critical operations and supply-chain collaboration.

## **Talent Attraction and Retention: A Structural Advantage**

The DSRB's success will depend on its ability to attract and retain highly specialized international talent across finance, security, technology, and policy. Vancouver provides a competitive advantage that other Canadian cities cannot replicate at scale.

Consistently ranked among the world's most liveable cities, Vancouver offers a stable, internationally familiar environment that supports long-term postings for senior officials and their families. This is not a peripheral benefit. High quality of life directly reduces turnover, shortens recruitment cycles, and strengthens institutional memory – critical for a bank operating across sensitive security domains.

Unlike cities where global talent is abundant but transient, Vancouver retains the people it attracts. Strong newcomer communities, multilingual daily life, and established settlement supports allow international staff to integrate quickly and stay for the long term.

## **A Headquarters City that Global Institutions Choose**

Vancouver has a demonstrable record as a headquarters city for global and nationally significant institutions. Head office employment growth over the past decade reflects the region's ability to support long-term institutional presence, not just satellite offices or branch operations.

This matters for the DSRB. A stable headquarters environment reduces execution risk, supports leadership continuity, and avoids the fragmentation that can arise when institutions are placed in cities that are either overly competitive for talent or less attractive to international families.

## **A Living Environment Aligned with the DSRB's Mandate**

Vancouver combines the attributes required for demanding, globally-connected work with a setting that supports wellbeing and performance. World-class urban amenities coexist with immediate access to nature, an increasingly important factor in attracting and retaining senior international talent in long-term roles.

The city offers a unique opportunity to live, work and play all within the downtown core. It is also one of the most multicultural urban centres globally, with English, Mandarin, Cantonese, Punjabi, Tagalog, Korean, and Farsi widely spoken in daily life. This creates a familiar environment for international staff while reinforcing Canada's reputation as an open, trusted host for multilateral institutions.

**Over the past 10 years, head office employment has grown in Vancouver (+3.7%), compared to declines in Toronto (-7.4%) and Montréal (-6.8%).**

2025 Global  
Liveability Score:

95.8

1<sup>st</sup> in North  
America

10<sup>th</sup> Globally





# Safe, Stable, and Internationally Familiar Environment

Vancouver provides a safe, politically stable, and internationally recognizable urban environment for senior officials, staff, and their families. Its quality of life supports wellbeing, reduces burnout, and encourages long-term postings, critical for institutional continuity.

## **Education, Housing, and Long-Term Stability**

Vancouver's highly regarded public and independent education systems, including international and IB-program options, support family stability and reduce early departure risk, a common challenge for international institutions.

Recent supply growth, transit-oriented development, and policy measures have contributed to more balanced market conditions and moderated pricing pressures. This will provide more flexibility for incoming staff, while a balanced mix of furnished and unfurnished options supports both executives and families. Together, these conditions ease relocation at launch and support long-term retention.

## **Bottom Line: Faster Start-Up, Stronger Continuity, Lower Long-Term Risk**

Vancouver offers more than readiness. It offers durable performance:

*Immediate operational stand-up*

*A headquarters environment that attracts and retains scarce global talent*

*Lower churn, stronger continuity, and reduced institutional risk*

For the DSRB, this translates into faster execution, sustained effectiveness, and a headquarters location aligned with the scale, sensitivity, and longevity of its mandate. Vancouver is not just a place to work; it is a place where global talent chooses to live.

# An Invaluable Opportunity

## —Assured Readiness and Risk Mitigation

British Columbia and the City of Vancouver are prepared to support the DSRB with clear, actionable measures that reduce start-up risk, shorten timelines, and provide certainty at launch and over the long term. These commitments are designed to enable rapid stand-up, predictable operations, and controlled institutional growth. We are confident in our ability to accelerate the Bank's launch and cultivate its growth.

### Launch Readiness Commitments

To support immediate establishment of the DSRB, British Columbia will:

*Work with the DSRB and Canada to identify any suitable land or space under provincial government control that could be made available to establish the bank.*

*Hands-on support to deliver permits and authorizations.*

*Commit to working with DSRB to ensure provincial support for employing skilled international staff from allied countries, utilizing the most effective immigration levers.*

*Create a bespoke concierge service to support DSRB staff in finding temporary and permanent housing, schooling and childcare.*

### Ongoing Operational Commitments

To support sustained operations and institutional stability, British Columbia will:

*Work with the DSRB to ensure B.C.'s electricity Crown corporation is able to provide a safe and secure supply of clean electricity and prioritizes service to any DSRB data centre(s) and supporting infrastructure.*

*Bring our post secondary institutions together to co-develop programming with DSRB to grow the future supply of unique talent.*

*Leverage our Major Investment Office concierge services and suite of investment and development tools that have successfully assisted companies like Abcellera, Microsoft and Stemcell to establish their head offices and operations in Vancouver.*

*The City of Vancouver is prepared to prioritize and streamline municipal authorizations required for the DSRB, providing a coordinated, predictable approval pathway from launch through expansion*

Together, these measures provide a high degree of execution certainty. They reduce start-up and operational risk, support rapid institution-building, and ensure the DSRB can scale in a controlled, cost-effective manner. Vancouver offers not only a strong strategic location, but a host jurisdiction with the authorities, alignment, and readiness required to support a first-of-its-kind multilateral institution.

# The Strategic Choice

The decision before Canada is where to place the Defence, Security and Resilience Bank so it can operate effectively from the outset and remain credible and resilient over the long term.

The DSRB is not a conventional financial institution. It is a security instrument, designed to finance defence capability, secure critical supply chains, and support allied resilience across the Indo-Pacific, the Arctic, and Europe. Its success will depend on operational reach, institutional durability, and the confidence it inspires among allies—not on proximity to domestic capital markets alone.

Vancouver aligns most closely with these requirements. It is the only Canadian city that supports continuous, same-day operations across Europe, North America, and the Indo-Pacific. It places the Bank within allied-linked defence, industrial, and supply-chain ecosystems, rather than alongside them. And it offers an operating environment where global connectivity, workforce readiness, digital resilience, and strategic signalling are present from day one.

This alignment also serves Canada's national interest. Locating the DSRB in Vancouver strengthens Canada's Indo-Pacific and Arctic engagement, embeds Canada more deeply in allied defence and industrial systems, and positions the country at the operational centre of the global security and resilience agenda. It diversifies institutional concentration, reduces long-term risk, and aligns a globally facing institution with regions that are increasingly central to Canada's strategic and economic future.

Vancouver is also ready. British Columbia and the City of Vancouver are aligned and prepared to support rapid establishment and sustained operations. Suitable space is available. Infrastructure is in place. Talent is deep, international, and retained. The path from decision to operation is clear and executable.

Taken together, these factors point to a straightforward conclusion. Placing the DSRB in Vancouver maximizes effectiveness, minimizes execution risk, and reinforces Canada's credibility as a trusted partner in an increasingly complex security environment.

---

Canada  
has what  
the *World*  
Wants.

---

British  
Columbia  
brings it  
*Together.*

---

Vancouver  
is the  
*Strategic*  
Choice.

---



# Endorsements





**GREATER VANCOUVER  
BOARD OF TRADE**

Greater Vancouver Board of Trade  
World Trade Centre  
400 – 999 Canada Place  
Vancouver, B.C. Canada V6C 3E1  
T. 604-681-2111 F. 604-681-0437  
E. [contactus@boardoftrade.com](mailto:contactus@boardoftrade.com)  
[boardoftrade.com](http://boardoftrade.com)

President and CEO  
Bridgitte Anderson, ICD.D

2025-26  
Board Executive

Stuart Louie	Chair
Martin Thibodeau	Senior Vice-Chair
Diana Vuong, CPA, CA	Vice-Chair and Finance and Audit Committee Chair
Susannah Pierce, O.B.C.	Vice-Chair and Policy Council Chair
Jodi Evans	Secretary-Treasurer
Walter Pela	Immediate Past Chair
Jennifer Foster	Member at Large
Tamara Vrooman O.B.C.	Member at Large
Mindy Wight	Member at Large

2025-26  
Board of Directors

Katherine Angus	Roberto Aquilini
Christian Chia	Royce Chwin
Roger Dall'Antonia	Michael Davies
Edoardo De Martin	Peter Dhillon
Hana Doubrava	Karimah Es Sabar, O.B.C.
Terry Hui	Miranda Lam, K.C.
Stephen Lee	Michele Matthews
Jennifer McCarron	Matt Murray
James Prescott	Kevin Quinn
Tracy Redies, ICD.D	Mike Rusch
Lorne Segal, O.B.C.	Anna Stukas
Kay Wong-Alafriz	Peter Xotta
Kathryn Young	Dr. Jeff Zabudsky

**Council of Governors**

2023 - 24	Juggy Sihota-Chahil
2022 - 23	Radha Curpen
2021 - 22	Kirsten Sutton, ICD.D
2020 - 21	Brent Cameron
2019 - 20	Kari Yuers
2018 - 19	Lori Mathison
2017 - 18	Anne Giardini, O.C., O.B.C., Q.C.
2016 - 17	Robin Silvester, ICD.D
2015 - 16	Tim Manning, O.B.C.
2014 - 15	Hon. Janet Austin, O.B.C.
2013 - 14	Elio Luongo
2012 - 13	Ken Martin
2011 - 12	Wendy Lisogar-Cocchia, CM, O.B.C., LL.D. (HON)
2010 - 11	Jason McLean
2009 - 10	Sue Palsh, Q.C.
2008 - 09	Dr. Don Rix, C.M., O.B.C.
2007 - 08	Henry K.S. Lee
2006 - 07	Frank Borowicz, Q.C.
2005 - 06	Daniel F. Muzyka
2004 - 05	Graeme A.G. Stamp
2003 - 04	Jeff Dowle
2002 - 03	Peter Legge, O.B.C.
2001 - 02	Carole Taylor, O.C., O.B.C.
2000 - 01	Harri Jansson
1999 - 2000	T. Richard Turner
1998 - 99	A. Allan Skidmore
1997 - 98	Robert A. Fairweather
1996 - 97	Brandt C. Louie, O.B.C.
1995 - 96	Wayne A. Nygren
1994 - 95	Jill Bodkin
1993 - 94	George F. Gaffney
1992 - 93	Iain J. Harris
1991 - 92	David G. McLean, O.B.C., LL.D., F.I.C.D.
1990 - 91	Larry I. Bell, O.B.C.
1989 - 90	Peter H. Hebb
1988 - 89	Bob Kadlec
1987 - 88	Graham Clarke, O.B.C.
1986 - 87	Arthur Hara, O.C.
1985 - 86	Allen M. Fowles
1984 - 85	Donald C. Selman
1983 - 84	

**Greater Vancouver Board of Trade**

400-999 Canada Place, Vancouver, BC, V6C3E1  
(604) 640 5456  
[ceo@boardoftrade.com](mailto:ceo@boardoftrade.com)

**Date: January 30, 2026**

The Right Honourable Mark Carney, PC, MP  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2  
Email: [pm@pm.gc.ca](mailto:pm@pm.gc.ca)

**Dear Prime Minister Carney:**

We are writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Our region offers unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as a global city further enhance its ability to attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

**Sincerely,**

Bridgitte Anderson, ICD.D  
President and CEO  
Greater Vancouver Board of Trade



The Right Honourable Mark Carney, PC, MP  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2  
Email: [pm@pm.gc.ca](mailto:pm@pm.gc.ca)

February 4, 2026

**Dear Prime Minister Carney:**

I am writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

Weatherhaven is the world's leading provider of mobile shelter infrastructure for the defence sector. We were founded in Vancouver and have supported Canada's defence forces, as well the militaries of 38 other allied nations, with mobile and Arctic-capable shelter solutions for more than 45 years.

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Weatherhaven has found Vancouver to be an ideal location for a global defence-focused organization which supports NATO but also seeks to outreach to partners in the Indo Pacific region. This location provides unequaled reach to the most relevant major cities, both in terms of time zones and the most efficient travel distances.

Our region offers other unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as one of the world's most livable cities should help attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

**Sincerely,**



Ray Castelli  
CEO Weatherhaven



Vancouver International Airport  
3211 Grant McConachie Way  
Richmond, British Columbia  
V7B0A4

January 29, 2026

The Right Honourable Mark Carney, PC, MP  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2  
Email: [pm@pm.gc.ca](mailto:pm@pm.gc.ca)

**Dear Prime Minister Carney:**

We are writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Our region offers unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as a global city further enhance its ability to attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

Sincerely,

A handwritten signature in black ink, appearing to read 'TV', is written over a white background.

Tamara Vrooman  
President & CEO

**Tamara Vrooman, O.B.C.**  
President and Chief Executive Officer  
Vancouver International Airport



333 Dunsmuir Street  
Vancouver, BC V6B 5R3  
Glen.Clark@bchydro.com

**Date: February 4, 2026**

The Right Honourable Mark Carney, PC, MP  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2  
Email: pm@pm.gc.ca

**Dear Prime Minister Carney:**

We are writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Our region offers unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as a global city further enhance its ability to attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

**Sincerely,**



Glen Clark, Board Chair  
BC Hydro



**Purdys Chocolatier**  
**8330 Chester Street**  
**Vancouver, BC**  
**V5X 3Y7**

4<sup>th</sup> February 2026

The Right Honourable Mark Carney, PC, MP  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2  
Email: pm@pm.gc.ca

**Dear Prime Minister Carney:**


We are writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Our region offers unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as a global city further enhance its ability to attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

Sincerely,

  
**Lawrence Eade**  
**President**  
**Purdys Chocolatier**



7851 Alderbridge Way  
Richmond, British Columbia  
V6X 2A4 Canada

Phone: 604-278-5578  
Fax: 604-278-7230

**Date:** February 4, 2026

The Right Honourable Mark Carney, PC, MP  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2  
Email: pm@pm.gc.ca

**Dear Prime Minister Carney:**

We are writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Our region offers unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as a global city further enhance its ability to attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

Sincerely,

**Richard Eppich**  
Chief Executive Officer



ADVANCED  
CYCLOTRON SYSTEMS, INC.

Ebco Industries Ltd. | Advanced Cyclotron Systems inc.  
7851 Alderbridge Way, Richmond, BC, V6X 2A4  
**Direct** 604.278.5578 | **Cell** 778.998.0281  
[www.ebco.com](http://www.ebco.com) | [www.advancedcyclotron.com](http://www.advancedcyclotron.com)

# GARY SEGAL, C.M., O.B.C.

**Date:** January 22, 2026

The Right Honourable Mark Carney, PC, MP  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2  
Email: pm@pm.gc.ca

**Dear Prime Minister Carney:**

We are writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Our region offers unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as a global city further enhance its ability to attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

**Sincerely,**



Gary Segal

President, Kingswood Capital Corporation

SUITE 520-701 WEST GEORGIA STREET • BOX 10004 PACIFIC CENTRE • VANCOUVER, B.C V7Y 1A1

PHONE: 604-687-1520 • CELL: 604-813-5050

EMAIL: [gary@kingswoodcapital.ca](mailto:gary@kingswoodcapital.ca)



AG Hair Ltd.  
14 King Edward Street  
Coquitlam, B.C.  
V3K 0E7  
Phone: (604) 909-2992  
Email: [mmatthews@aghair.com](mailto:mmatthews@aghair.com)

January 27, 2026

The Right Honourable Mark Carney, PC, MP  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2  
Email: [pm@pm.gc.ca](mailto:pm@pm.gc.ca)

**Dear Prime Minister Carney:**

We are writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Our region offers unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as a global city further enhance its ability to attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

**Sincerely,**

A handwritten signature in dark ink, appearing to read 'M. Matthews', with a stylized flourish at the end.

Michele Matthews  
Chief Operating Officer  
AG Hair Ltd.



BRITISH COLUMBIA  
INSTITUTE OF TECHNOLOGY

3700 Willingdon Avenue  
Burnaby, British Columbia  
Canada V5G 3H2

[bcit.ca](http://bcit.ca)

January 27, 2026

The Right Honourable Mark Carney, PC, MP  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2  
Email: [pm@pm.gc.ca](mailto:pm@pm.gc.ca)

Dear Prime Minister Carney:

We are writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Our region offers unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as a global city further enhance its ability to attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

Sincerely,

A handwritten signature in black ink, appearing to read "Jeff Zabudsky", with a long horizontal flourish extending to the right.

Jeff Zabudsky  
President

**Boyden Global Executive Search**

1400, 900 West Hastings Street  
Vancouver, BC  
604-602-2585  
[kyoung@boyden.com](mailto:kyoung@boyden.com)

**Date:** 27/01/2026

The Right Honourable Mark Carney, PC, MP  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2  
Email: [pm@pm.gc.ca](mailto:pm@pm.gc.ca)

**Dear Prime Minister Carney:**

We are writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Our region offers unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as a global city further enhance its ability to attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

**Sincerely,**

Kathryn Young  
Managing Partner  
Boyden

**Industrio AI**

800- 525 West 8th Ave,  
Vancouver, BC, V5Z-1C6  
604-868-8489  
edo@industrio.ai

**Date:** January 29th, 2026

The Right Honourable Mark Carney, PC, MP  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2  
Email: pm@pm.gc.ca

**Dear Prime Minister Carney:**

We are writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Our region offers unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as a global city further enhance its ability to attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

**Sincerely,**



Edoardo De Martin  
CEO & Co-Founder  
Industrio AI





# THE JIM PATTISON GROUP

CORPORATE OFFICE, 18<sup>TH</sup> FLOOR, 1067 WEST CORDOVA STREET, VANCOUVER, B.C., CANADA V6C 1C7 (604) 688-6764 FAX: (604) 687-2601 [www.jimpattison.com](http://www.jimpattison.com)

## FOOD, BEVERAGE AND PHARMACY

Pattison Food Group  
Save-On-Foods  
Urban Fare  
Bulkley Valley Wholesale  
Pure Integrative Pharmacy  
Everything Wine  
Quality Foods  
Buy-Low Foods  
Associated Grocers  
Choices Markets  
Meinhardt Fine Foods  
Nature's Fare Markets  
Nesters Market  
Van-Whole Produce  
Roth's Fresh Markets  
Imperial Distributors  
Canadian Fishing Company  
Alaska General Seafoods  
Delta Pacific Seafoods  
E&E Foods  
Leader Creek Fisheries  
North Pacific Seafoods  
Ocean Brands

## ILLUMINATED SIGNS

Pattison Sign Group

## MEDIA

Pattison Outdoor  
Pattison Media

## AUTOMOTIVE GROUP AND AGRICULTURAL EQUIPMENT

Jim Pattison Auto Group  
Audi Edmonton North  
Campus Auto  
Jim Pattison Chrysler Jeep Dodge  
Jim Pattison Hyundai  
Jim Pattison Lexus  
Jim Pattison Subaru  
Jim Pattison Toyota  
Jim Pattison Volkswagen  
Jim Pattison Volvo  
Jim Pattison Lease  
Pattison Agriculture  
Peterbilt Pacific  
Vancouver Hino

## RETAIL DISTRIBUTION AND MERCHANDISING

Universal Distribution

## ENTERTAINMENT

Great Wolf Lodge  
Guinness World Records  
Ripley Entertainment  
Ripley's Aquariums

## PACKAGING

Genpak  
Montebello Packaging

## FORESTRY

Canfor Corporation

## EXPORT SERVICES

Westshore Terminals

## REAL ESTATE GROUP

Jim Pattison Developments

## INSURANCE

Great Pacific Insurance  
Jim Pattison Insurance

January 28, 2026

The Right Honourable Mark Carney, PC, MP  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2  
Email: [pm@pm.gc.ca](mailto:pm@pm.gc.ca)

**Dear Prime Minister Carney:**

We are writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Our region offers unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as a global city further enhance its ability to attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

**Sincerely,**

Mike Rusch  
Executive Vice President  
The Jim Pattison Group

**Ameekha Solutions Inc.**

2314 Mathers Ave

West Vancouver, BC V7V 2H6

604-830-9555

kessabar@ameekha.com

**Date:** January 27, 2026

The Right Honourable Mark Carney, PC, MP

Prime Minister of Canada

Office of the Prime Minister

80 Wellington Street

Ottawa, ON K1A 0A2

Email: pm@pm.gc.ca

**Dear Prime Minister Carney:**

We are writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Our region offers unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as a global city further enhance its ability to attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

**Sincerely,**



Karimah Es Sabar

CEO

Ameekha Solutions Inc.



**KPMG LLP**  
777 Dunsmuir Street  
Vancouver BC V7Y 1K3

Telephone (604) 691-3000  
Internet [www.kpmg.ca](http://www.kpmg.ca)

January 28, 2026

The Right Honourable Mark Carney, PC, MP  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2  
Email: [pm@pm.gc.ca](mailto:pm@pm.gc.ca)

**Dear Prime Minister Carney:**

We are writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Our region offers unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as a global city further enhance its ability to attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

**Sincerely,**

A handwritten signature in blue ink, appearing to read 'Walter R. Pela', with a stylized flourish at the end.

Walter R. Pela, FCPA, FCA  
Regional Managing Partner, British Columbia  
KPMG LLP



**Kryton International Inc.**  
1645 East Kent Avenue,  
Vancouver, BC Canada V5P 2S8

Tel: 604.324.8280  
Fax: 604.324.8899  
Toll-free: 1.800.267.8280  
[www.kryton.com](http://www.kryton.com)

January 30, 2026

The Right Honourable Mark Carney, PC, MP  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2  
Email: [pm@pm.gc.ca](mailto:pm@pm.gc.ca)

**Dear Prime Minister Carney:**

We are writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Our region offers unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as a global city further enhance its ability to attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

**Sincerely,**

Kari Yuers  
President and CEO  
Kryton International Inc.



January 28, 2026

The Right Honourable Mark Carney, PC, MP  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2  
Email: [pm@pm.gc.ca](mailto:pm@pm.gc.ca)

**Dear Prime Minister Carney:**

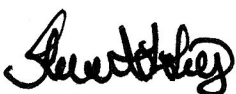
We are writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Our region offers unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as a global city further enhance its ability to attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

**Sincerely,**



Stuart Louie  
Co-President  
H.Y. Louie Co. Limited

Richberry Group of Companies  
5700 Dhillon Way  
Richmond, BC V6V 2A2

**richberry**group.



**Date:** January 28, 2026

The Right Honourable Mark Carney, PC, MP  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2  
Email: [pm@pm.gc.ca](mailto:pm@pm.gc.ca)

**Dear Prime Minister Carney:**

We are writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Our region offers unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as a global city further enhance its ability to attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

**Sincerely,**

A handwritten signature in black ink, appearing to read "P. Dhillon".

**Peter Dhillon**

President & CEO, Richberry Group of Companies  
Chairman, Ocean Spray  
GVBOT Board Member since 2020



**Science World**

1455 Quebec Street  
Vancouver, BC, V6A 3Z7  
604-240-5830  
tredies@scienceworld.ca

**Date:** January 27, 2026

The Right Honourable Mark Carney, PC, MP  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2  
Email: pm@pm.gc.ca

**Dear Prime Minister Carney:**

We are writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Our region offers unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as a global city further enhance its ability to attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

Sincerely,

A handwritten signature in black ink, appearing to read "Tracy Redies". The signature is fluid and cursive, with a large initial "T" and "R".

Tracy Redies  
President & CEO  
Science World



Finance  
8, 510 W Georgia Street  
Vancouver, British Columbia  
Canada V6B 0M3

telus.com

matthew.murray@telus.com

**Matt Murray**

Senior Vice-President, Finance Business Partners

January 27, 2026

The Right Honourable Mark Carney, PC, MP

Prime Minister of Canada

Office of the Prime Minister

80 Wellington Street

Ottawa, ON K1A 0A2

Email: pm@pm.gc.ca

**Dear Prime Minister Carney:**

We are writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Our region offers unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as a global city further enhance its ability to attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Matt Murray'.

Matt Murray

Senior Vice-President, Finance Business Partners

TELUS





January 18, 2026

The Right Honourable Mark Carney, PC, MP  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2

**Dear Prime Minister Carney:**

We are writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Our region offers unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as a global city further enhance its ability to attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

Sincerely,

Stephen Kukucha  
Partner

**Angus Reid Group**

14 E 6<sup>th</sup> Ave  
Vancouver, B.C.  
V5T1J4

**Date:** January 22, 2026

The Right Honourable Mark Carney, PC, MP  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2  
Email: [pm@pm.gc.ca](mailto:pm@pm.gc.ca)

**Dear Prime Minister Carney:**

We are writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Our region offers unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as a global city further enhance its ability to attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

**Sincerely,**

Angus Reid  
Chair  
Angus Reid Group

January 23, 2026

The Right Honourable Mark Carney, PC, MP  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2  
Email: [pm@pm.gc.ca](mailto:pm@pm.gc.ca)

Dear Prime Minister Carney:

On behalf of British Columbia's research-intensive universities, we are writing to express our strong support for Vancouver as the host city for the Defence, Security and Resilience Bank (DSRB).

As globally recognized institutions we share a common mandate to advance knowledge, develop highly skilled talent, and partner with governments, industry, and international organizations to address complex global challenges. The establishment of the DSRB aligns closely with these objectives, particularly in areas related to security, resilience, advanced technology, supply chains, and economic development. We believe this initiative represents a significant strategic opportunity for Canada.

Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, combined with its robust financial sector and dynamic technology ecosystem, uniquely positions it to advance the DSRB's mandate. The city's accessibility, world-class infrastructure, and reputation as a global hub further enhance its ability to attract top-tier professionals and international investment.

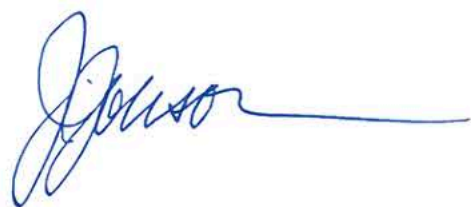
Collectively, our universities educate more than 100,000 undergraduate and graduate students annually and employ leading scholars and researchers whose work spans critical domains such as artificial intelligence, quantum science, advanced computing, cybersecurity, data analytics, business and finance, public policy, and engineering. Our institutions compete successfully on a global stage for top faculty, researchers, and students, and we maintain deep international research partnerships across North America, Europe, and the Asia-Pacific region.



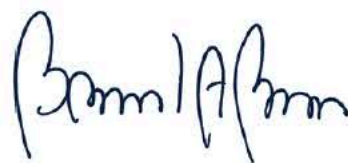
If Vancouver is selected as the headquarters for the DSRB, our universities would represent a significant and enduring source of highly qualified talent and research capacity. Beyond the existing pipeline of graduates and established academic programs, we are committed to working collaboratively with government and the Bank to respond to emerging talent and workforce needs. This could include tailored programming, applied research partnerships, executive education, internships, and other forms of collaboration, consistent with our public mandates and the institutional autonomy essential to academic excellence.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would strengthen Canada's defence, security, and resilience capabilities, while creating meaningful opportunities for Vancouver and positioning Canada as a global leader in the Pacific.

Yours sincerely,



Dr. Joy Johnson  
Chair, Research Universities'  
Council of BC, and  
President & Vice-Chancellor  
Simon Fraser University



Dr. Benoit-Antoine Bacon  
President & Vice-Chancellor  
The University of British  
Columbia



Dr. Robina Thomas  
Acting President & Vice-  
Chancellor  
University of Victoria



**January 18, 2026**

The Right Honourable Mark Carney, PC, MP  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2

**Dear Prime Minister Carney:**

We are writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Our region offers unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as a global city further enhance its ability to attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

**Sincerely,**



---

Hunter Scharfe  
CEO & Co-Founder  
Juno Industries Inc.

**John Montalbano**

**Tower Beach Capital Ltd.**

5428 Marine Drive

West Vancouver BC V7W 2R2

604 649 2148

jmontalbano@towerbeachcapital.com

**Date:** February 4th, 2026

The Right Honourable Mark Carney, PC, MP

Prime Minister of Canada

Office of the Prime Minister

80 Wellington Street

Ottawa, ON K1A 0A2

Email: pm@pm.gc.ca

**Dear Prime Minister Carney:**

We are writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Our region offers unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as a global city further enhance its ability to attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

**Sincerely,**

A handwritten signature in black ink, appearing to read 'J Montalbano', with a long horizontal flourish extending to the right.

John Montalbano

Past CEO, Phillips, Hager & North Investment Management; Past Vice Chair, RBC Wealth Management

**Innovex Equities Corporation**

1030 – 400 Burrard Street

Vancouver, BC V6C 3A6

604-683-0433

sam@innovexequities.com

**Date:** February 5, 2026

The Right Honourable Mark Carney, PC, MP

Prime Minister of Canada

Office of the Prime Minister

80 Wellington Street

Ottawa, ON K1A 0A2

Email: pm@pm.gc.ca

**Dear Prime Minister Carney:**

We are writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Our region offers unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as a global city further enhance its ability to attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

**Sincerely,**



Sam Gudewill

President

Innovex Equities Corporation

**NorLand Limited**

1030 – 400 Burrard Street  
Vancouver, BC V6C 3A6  
604-683-0433  
sam@innovexequities.com

**Date:** February 5, 2026

The Right Honourable Mark Carney, PC, MP  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2  
Email: pm@pm.gc.ca

**Dear Prime Minister Carney:**

We are writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Our region offers unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as a global city further enhance its ability to attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

**Sincerely,**



Sam Gudewill  
Chairman  
NorLand Limited





**Martin Thibodeau**  
Regional President, BC  
RBC Royal Bank

1055 West Georgia  
PO Box 11141  
Vancouver BC  
V6E 3S5  
[martin.thibodeau@rbc.com](mailto:martin.thibodeau@rbc.com)

**February 5<sup>th</sup>, 2026**

The Right Honourable Mark Carney, PC, MP  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2  
Email: [pm@pm.gc.ca](mailto:pm@pm.gc.ca)

**Dear Prime Minister Carney:**

We are writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Our region offers unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as a global city further enhance its ability to attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

Sincerely,

A handwritten signature in black ink, appearing to read 'Martin Thibodeau'.

Martin Thibodeau  
Regional President, British Columbia  
RBC Royal Bank



January 22, 2026

The Right Honourable Mark Carney, PC, MP  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2  
Email: pm@pm.gc.ca

**Dear Prime Minister Carney:**

We are writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Our region offers unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as a global city further enhance its ability to attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

**Sincerely,**

A handwritten signature in black ink, appearing to read 'RJM', written over a horizontal line.

Robert J Macdonald, President  
Email: rjm@macdevcorp.com

**MACDEVCORP.COM**

---

T: 604.331.6018 | 11TH FLOOR, 938 HOWE STREET  
F: 604.331.6048 | VANCOUVER, BC V6Z 1N9

632-1281 Hornby Street  
Vancouver, BC V6Z 0G8  
iqbalk@zynik.com  
604.657.4422

The Right Honourable Mark Carney, PC, MP  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2  
pm@pm.gc.ca

Dear Prime Minister Carney,

I am writing to express my strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

I have spent much of my professional life working across global markets, and I believe this initiative represents an important and timely opportunity for Canada. The DSRB has the potential to strengthen our national resilience while reinforcing Canada's role as a trusted partner in an increasingly complex global environment.

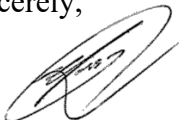
Vancouver is uniquely positioned to support this mandate. As Canada's Pacific gateway, it serves as a natural bridge between NATO partners and Indo-Pacific allies. This strategic location is complemented by a sophisticated financial community, a growing technology sector, and deep experience in international collaboration and cross-border investment.

The region also benefits from a diverse, highly skilled, and globally connected talent pool. Vancouver's accessibility, strong institutions, and world-class infrastructure make it well suited to attract the leadership and expertise required to support an institution of this importance over the long term.

I would welcome the opportunity to support this effort in any way that may be helpful. Hosting the DSRB in Vancouver would strengthen Canada's defence and resilience capabilities and further demonstrate our country's leadership in the Pacific.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'Iqbal Kassam', with a stylized flourish at the end.

Iqbal Kassam



February 5, 2026

The Right Honourable Mark Carney, PC, MP  
Prime Minister of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2  
Email: pm@pm.gc.ca

**Dear Prime Minister Carney:**

We are writing to express our strong support for Vancouver's consideration as the host city for the Defence, Security and Resilience Bank (DSRB).

As an organization committed to advancing Canada's economic and security interests, we believe this initiative represents a significant opportunity for our country. Vancouver's strategic position as a gateway between NATO partners and Indo-Pacific allies, coupled with its robust financial sector and dynamic technology ecosystem, uniquely positions it as an optimal choice to advance the DSRB's mandate.

Our region offers unique advantages: a diverse and highly skilled talent pool, strong international connections, and a collaborative environment that fosters innovation and growth. Vancouver's accessibility, world-class infrastructure, and reputation as a global city further enhance its ability to attract top-tier professionals and international investment.

We stand ready to support this effort and collaborate with partners to ensure its success. Hosting the DSRB in Vancouver would not only strengthen Canada's defence and resilience capabilities but also create meaningful opportunities for Vancouver, and Canada, to exemplify its qualities as a global leader in the Pacific.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Miranda Lam', is positioned above the printed name.

Miranda Lam, K.C.  
President & Chief Legal Officer  
mlam@acuitastx.com  
604-256-6756