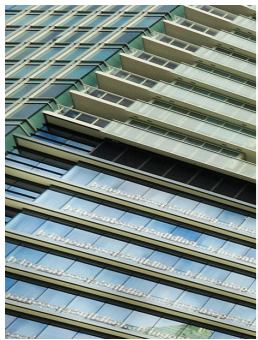




BOARD OF TRADE ANNOUNCES 2017 RIX AWARD WINNERS

Michael Audain, Yoshi Karasawa and Whistler Blackcomb to be honoured April 3

3



SOUNDING BOARD



THE OFFICIAL PUBLICATION OF THE GREATER VANCOUVER BOARD OF TRADE AND ITS MEMBERS | NOVEMBER 2016 | VOLUME 56 / ISSUE 10 | BOARDOFTRADE.COM

GVBOT reveals results from B.C. Election survey

ECONOMY | Board of Trade Members identify transit and affordability as top business priorities

BY IQBAL AHMED

In the Greater Vancouver Board of Trade's latest Member survey, affordability and transit continue to top the business community's priorities ahead of the 2017 Provincial Election.

The Board of Trade works to provide evidence-based, non-partisan commentary, guided by our Members' interests and priorities. In line with this commitment, we conducted a comprehensive survey earlier this fall, in order to gauge where our Members stand on a variety of relevant issues.

With a high degree of awareness of the election and intention to vote amongst our Members, the results of this survey will shape the Greater Vancouver Board of Trade's 2017 Provincial Election Strategy in the months ahead.



Transit a key concern

Transit and transportation were identified as our Members' top priorities ahead of the 2017 B.C. Provincial Election. These issues are closely linked to other concerns in terms of housing and the overall affordability of our

region, as was identified in the Greater Vancouver Economic Scorecard released in May 2016.

While respondents strongly opposed a future referendum for new funding sources for TransLink, they identified transit funding priorities throughout

the region. Mobility pricing received strong support as a possible funding option, with 68 per cent believing the B.C. Government should work with local governments and communities to pursue mobility pricing to fund investments in

public transit and roads

When asked to rank their top three transit and transportation infrastructure priorities, rapid transit expansion in Surrey and Langley topped the list, followed by the UBC/Broadway Corridor Skytrain expansion. Also, 64 per cent support the Provincial Government's plans to replace the Massey Tunnel with a 10-lane bridge.

Transit and transportation continue to be important issues for our Members, and it appears they are in support of significant investment across the region.

Unaffordability affects businesses

The second and third most important issues for our Members appears to be "Housing Affordability" and "Coast of Living and Affordability." As these two are very closely linked to

CONTINUED ON PAGE 2



Looking south

How the U.S. Election could impact free trade, borders, energy policy, and much more.

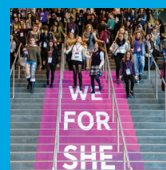
9

Edmonton's Mayor Don Iveson to discuss energy industry at GVBOT

2

Q&A with GVBOT Director and serial entrepreneur Meredith Powell

7



The next generation

Hundreds of high-school students connect with B.C.'s business leaders at WE FOR SHE Conference.

11

BCIT honours its best at annual Distinguished Awards Dinner

8

Pacific Blue Cross CEO on the need for integrated health care

10



AN EASY DECISION, FOR THOSE TASKED WITH MAKING HARD ONES

Fast, convenient boarding and takeoff. Productivity and connectivity amenities including in-flight wifi. Customs clearance and ground transportation arranged.



604-272-8123 • TOLL FREE: 1-877-399-8123 • FAX: 604-233-0202 • LONDONAIR.COM



2 EVENTS AND SPEAKERS

ENERGY | Edmonton Mayor to address West Coast business community

Iveson to discuss the 'new narrative around responsible energy production'

The Greater Vancouver Board of Trade has just announced it will host Don Iveson, Mayor of Edmonton, for a keynote address on Monday, Nov. 28.

Edmonton. A city with unprecedented infrastructure investment. A downtown renaissance underway. An innovative carbon-neutral community that will be home to 30,000 people. An entrepreneurial hub. Home to Canada's first municipal energy transition plan. And the logistical heart of Canada's energy industry.

Through diplomacy and action, Mayor Iveson is part of a new narrative around responsible energy production — one that balances the need for ensuring Canadian energy reaches new markets, with real, long-term investments in sustainable energy initiatives.

Edmonton is a surprising leader when it comes to defining a practical pathway to energy resilience



Mayor Don Iveson

and efficiency, setting an example for how we can turn Canada's energy assets into an environmental and economic legacy.

Following his keynote remarks, Mayor Iveson will be joined on stage by Gary Mason of the Globe and Mail for a moderated discussion. **SB**

Register for this event at boardoftrade.com/iveson.

CONTINUED FROM PAGE 1

one another and to "Transit and Transportation," we believe our Membership is increasingly concerned with deteriorating affordability within our region.

The survey shows 65 per cent of our Members are in support of the 15-per-cent additional property transfer tax on foreign home buys implemented by the Province. However, respondents overwhelmingly believe that no level of government is doing an adequate job of addressing housing affordability.

The Provincial Government (66 per cent believe they're not doing enough) fared better than Municipal Governments (74 per cent), Metro Vancouver (73 per cent), and the Federal Government (73 per cent).

Most concerning, however, is that roughly 59 per cent of respondents agreed their company's ability to recruit or retain employees has been affected by affordability issues. This means that affordability is having a very real impact on our region's economic competitiveness.

Going into the election cycle, this will no doubt continue to be a hot-button issue for residents and businesses alike.

Strong alignment with Scorecard 2016

Fielded in September 2016, the survey finds strong alignment between our Members' priorities

and the findings of the Greater Vancouver Economic Scorecard 2016.

Key themes emerging from the survey suggest that the Greater Vancouver business community is eager to see responsible, diverse growth in our province.

Further, the compiled results indicate that our Members have a keen understanding of the factors necessary to realize this growth: an affordable region that can successfully compete for human capital, adequate transit and transportation infrastructure that can guarantee the free movement of goods and people, key trade-enabling infrastructure expansion that creates

appropriate market access, and heightened regional coordination that can underpin a successful, integrative economic strategy.

Reinforcing the conclusion of the Scorecard, issues such as investment in transit and transportation infrastructure, affordability in attracting human capital, attracting HQs, tax competitiveness, and regional collaboration were all issues identified by Greater Vancouver Board of Trade Members in the survey. **SB**

Iqbal Ahmed is Manager of Public Policy Development for the Greater Vancouver Board of Trade.

Other highlights from GVBOT's Provincial Election Survey

Regional Coordination

69 per cent of respondents believe different levels of government are not collaborating effectively to support economic growth in Greater Vancouver.

Infrastructure and Trade

76 per cent believe the Provincial Government should prioritize the development of trade-enabling infrastructure.

Ridesharing

80 per cent believe the Provincial Government should work with municipal governments to allow ridesharing services.

Trans Mountain Expansion

62.5 per cent support Kinder Morgan's proposed Trans-Mountain Expansion Project.

Energy / Natural Resources

85 per cent believe the Provincial Government should pursue ways to champion the responsible development of B.C.'s energy and natural resources.

PST

67 per cent believe that the Provincial Government should reform the Provincial Sales Tax.

UPCOMING EVENTS

See our full events calendar at boardoftrade.com/events

Is there a speaker you'd like to hear from or topic you'd like explored? Make a suggestion at boardoftrade.com/suggest

MONDAY, NOVEMBER 14, 2016

BC Jobs Plan: Keeping our economy diverse, strong and growing

11:30 a.m. – 2 p.m.

Pan Pacific Vancouver — Crystal Pavilion
999 Canada Place, Vancouver

The Honourable Shirley Bond

Minister of Jobs Tourism and Skills Training, Minister Responsible for Labour Province of British Columbia

Presenting Sponsor: BC Building Trades Council

Supporting Sponsor: Port of Vancouver

Marketing Partner: Human Resources Management Association

WEDNESDAY, NOVEMBER 16, 2016

Members' Reception with Firefly Wines and Ales

Wait-list

5 – 7 p.m.

Firefly Wines

2857 Cambie Street, Vancouver

WEDNESDAY, NOVEMBER 16, 2016

Thrive Series: Crowdfunding & Capital Raising for Your Business in the Private Placement Market

7 – 9 a.m.

Pinnacle Hotel Harbourfront
1133 West Hastings Street, Vancouver

Gordon Smith

Acting Manager & Senior Legal Counsel BC Securities Commission

Larissa Streu

Senior Legal Counsel BC Securities Commission

Event Partner: British Columbia Securities Commission

Platinum Program Partner: Scotiabank

FRIDAY, NOVEMBER 18, 2016

The New U.S. President: What it means for Canada

In partnership with Dentons

11:30 a.m. – 2 p.m.

Fairmont Pacific Rim
1038 Canada Place, Vancouver

Gary Doer

Senior Business Advisor, Toronto, Dentons Former Canadian Ambassador to United States (2009-2016)

Gordon Giffin

Partner, Dentons Former United States Ambassador to Canada (1997-2001)

Moderator: James Moore

Senior Business Advisor, Dentons Former MP and Cabinet Minister, Government of Canada

Event Partners: Fairmont Pacific Rim, Air Canada

Media Partner: NEWS1130

MONDAY, NOVEMBER 28, 2016

Mayor Don Iveson, City of Edmonton

11:30 a.m. – 2 p.m.

Coast Coal Harbour
1180 West Hastings Street, Vancouver

Moderator: Gary Mason

National Affairs Columnist The Globe and Mail

Community Sponsor: Ledcor Industries Inc.

WEDNESDAY, NOVEMBER 30, 2016

Housing in Canada and the Imaginary City: Addressing Vulnerabilities, Data Gaps and Affordability

11:30 a.m. – 2:00 p.m.

The Westin Bayshore Vancouver
1601 Bayshore Drive, Vancouver

Evan Siddall

President and CEO Canada Mortgage and Housing Corporation

Pillar Partners



RECOGNITION | Board of Trade announces winners of the 2017 Rix Awards

Michael Audain, Yoshi Karasawa and Whistler Blackcomb to be honoured at 30th annual Governors' Banquet

BY GREG HOEKSTRA

The Greater Vancouver Board of Trade will celebrate one of B.C.'s most philanthropic couples and one of B.C.'s most beloved outdoor adventure destinations on April 3, 2017, at its 30th annual Governors' Banquet and Rix Awards.

For the first time in history, the Rix Award for Engaged Community Citizenship will be presented to a couple, Michael Audain and Yoshi Karasawa, who are renowned throughout the province for their community leadership, generosity, and unparalleled passion for the arts. The Board of Trade made the announcement in late October.

Many in the business community recognize the name Michael Audain as the Chairman of Polygon Homes Ltd., which has cemented its reputation as one of the most well-established and highly respected home builders in British Columbia since Audain laid its foundation in 1980.

But Michael Audain's contributions to our community expand far beyond that. Appointed to the Order of Canada and the Order of British Columbia and the recipient of four honorary degrees, Audain has been a tireless supporter of the arts community, notably serving as Chair of the Vancouver Art Gallery and the National Gallery of Canada.

Audain presently serves as Chair of the Audain Art Museum, the Grizzly Bear Foundation, and the Audain Foundation which was established in 1997 to support the visual arts at major public art galleries and educational institutions.

Karasawa has also contributed her time and expertise throughout the community, particularly on the board of the Vancouver Opera over the past ten years.

The Audain family has donated in excess of \$100 million through the Audain Foundation, including significant contributions to the University of Victoria, Presentation House Gallery's new building fund, Simon Fraser University's School for the Contemporary Arts, various arts-related endeavours at the University of British Columbia, the National Gallery of Canada, the Gordon Smith Gallery of Canadian Art, the Emily Carr University of Art + Design's new building fund, the Vancouver Art Gallery, and much more.

Together, Audain and Karasawa

have also amassed one of Canada's most outstanding art collections, including a large group of Northwest Coast First Nations masks and a major collection of Emily Carr's works. In March 2016, the couple opened the Audain Art Museum in Whistler to share their collection with British Columbians and create a space for temporary exhibitions.

Whistler Blackcomb focuses on customers and community

The 2017 Rix Award for Engaged Corporate Citizenship will be presented to Whistler Blackcomb, in recognition of the company's commitment to excellence for its customers, its efforts to foster a positive work environment for employees, its environmental initiatives, and its dedication to the local community and making Whistler a great place to live and work.

For the last five decades, Whistler Blackcomb has left its mark on those who are drawn to the mountains. What started as an Olympic dream in the 1960s, with the opening of Whistler Mountain in 1966, has evolved into North America's premier four season mountain resort and a host venue of the 2010 Olympic and Paralympic Winter Games.

Through the Whistler Blackcomb Foundation, the company has donated over \$10 million to non-profit organizations, healthcare and community initiatives throughout the Sea to Sky corridor. The Foundation currently raises and donates approximately \$800,000 annually to Sea to Sky communities and invests in one major capital legacy project in the Corridor. Examples of past legacy projects include the Whistler Skate Park, Village of Pemberton Community Centre, Audain Art Museum and the Centrepoint Social Services Building in Squamish.

Additionally, the Whistler Blackcomb Foundation matches dollar for dollar any donations made by Whistler Blackcomb employees to the Whistler Blackcomb Foundation Envirofund. To date over \$400,000 has been donated to over 90 local environmental projects since 2001.

Whistler Blackcomb is committed to reducing the environmental footprint of its operations to zero one day, and believes in an "Every Step Counts" philosophy. Key areas of focus include energy conservation, waste management, and guest and staff awareness and



WHISTLER BLACKCOMB

Past recipients of the Rix Award for Engaged Community Citizenship

David Podmore (2016)
Carole Taylor (2015)
David McLean (2014)
Terence Hui (2103)
Peter M. Brown (2012)
Brandt C. Louie (2011)
Jimmy Pattison (2010)
Craig and Marc Kielburger (2009)

Past recipients of the Rix Award for Engaged Corporate Citizenship

FortisBC (2016)
Global BC (2015)
Vancouver Fraser Port Authority (2014)
TELUS (2013)
Teck Resources (2012)
Vancity (2011)
RBC Royal Bank (2010)
Vancouver Airport Authority (2009)

education. The Fitzsimmons Creek Renewable Energy Project, a run-of-river power generating facility between Whistler and Blackcomb Mountains, came online in 2009 and now returns as much power to the grid as is consumed annually by Whistler Blackcomb's operations.

In recent years, Whistler Blackcomb has been recognized with numerous accolades for its industry leading approach to the environment and sustainability. The company is also renowned for its staff safety initiatives and employee recognition program.

With more than 4,000 employees in winter and approximately 1,700 in the summer, Whistler Blackcomb believes that employees that are highly engaged and believe they can make a difference, will deliver a great experience. Whistler Blackcomb's overall employee engagement

score is within the top quartile of companies worldwide as measured by the Global Engagement Score.

Whistler Blackcomb is proud to be recognized as an employer of choice. The company is one of B.C.'s Top 50 Employers (4th year), one of Canada's Top 100 Employers for Young People (5th year), one of Canada's Greenest Employers (8th year) and one of Canada's Most Admired Corporate Cultures.

The company's culturally diverse employee group, with over 26 different languages spoken, is a source of pride.

An annual tradition

The Rix Awards are an initiative of the Greater Vancouver Board of Trade, presented in honour of the late Dr. Don Rix, who served as Chair of the organization in 2008-09. Award recipients are

chosen each year by a special selection committee of the board of directors, based on a number of criteria.

The Rix Award for Engaged Community Citizenship is presented to an individual who applies his or her exceptional skills, talents and drive to making a positive impact in society. Hallmark characteristics of community citizenship include trust, purpose, connectedness, leadership, social capital, passion, empathy, ethics, and responsibility.

The Rix Award for Engaged Corporate Citizenship is presented to an enterprise that demonstrates, both in policy and practice, the highest standards of stewardship towards the long-term well-being of customers, employees, owners, partners, the environment and the broader community.

The Rix Awards will be presented at the 30th Annual Governors' Banquet on April 3 at the Vancouver Convention Centre. This annual gala brings together business, government, and community leaders to induct the Board of Trade's immediate past chair into its prestigious Council of Governors.

The 2017 inductee is Tim Manning, retired Regional Vice President for RBC Royal Bank. SB

For more information on the gala, visit boardoftrade.com/GovernorsBanquet.



PUBLISHER: Business in Vancouver Media Group
EDITOR: Greg Hoekstra, 604-640-5450
AD SALES: Katherine Butler, 604-608-5158

As the official publication of the Greater Vancouver Board of Trade, *Sounding Board* provides analysis and discussion of regional and national issues facing the business community, along with input from Member companies, allowing them to raise their profile in the business community. *Sounding Board* is published 11 times per year by Business in Vancouver Media Group in partnership with the Greater Vancouver Board of Trade.

Sounding Board is read by leading business executives and their employees. The paper has a primary circulation of 12,500 and a conservatively estimated total readership of 37,500.

ABOUT THE GREATER VANCOUVER BOARD OF TRADE

The Greater Vancouver Board of Trade is Vancouver's chamber of commerce. Since 1887, the Board of Trade has been an active proponent of business in the Vancouver region. The World Trade Centre Vancouver is the international division of the Greater Vancouver Board of Trade and is affiliated with more than 300 WTCs worldwide.

OUR MISSION STATEMENT

The Greater Vancouver Board of Trade works in the enlightened interest of its members to promote, enhance and facilitate the development of the region as a Pacific centre for trade, commerce and travel.

OUR BASIC PRINCIPLES

The Board of Trade believes that the market system is the only system that works effectively in the allocation of scarce economic resources for efficient and stable economic growth and job creation. The Board of Trade recognizes the imperfections of the market system and supports the need for publicly provided services such as social services, health services and public education. The Board supports the philosophy of less government involvement in the business sector and believes that governments should not do what can be done in whole or in part by the private sector.

BOARD OF DIRECTORS 2016-17

EXECUTIVE COMMITTEE

Chair	Robin Silvester President and Chief Executive Officer Vancouver Fraser Port Authority
Senior Vice-Chair	Anne Giardini, QC Chancellor Simon Fraser University
Vice-Chair	Evi Mustel Principal Mustel Group
Vice-Chair	Kari Yuers President and CEO Kryton International Inc.
Secretary-Treasurer	Elise Rees Retired EY Partner and Corporate Director
Finance and Audit Committee Chair	George Cadman, QC Shareholder and Council Boughton Law Corporation
Policy Council Chair	Lori Mathison Managing Partner Dentons
Immediate Past Chair	Tim Manning, ICD.D Corporate Director
Member at large	Sue Belisle President and Publisher Business in Vancouver Media Group
Member at large	Mary Anne Davidson Corporate Director
President and CEO	Iain Black Greater Vancouver Board of Trade

BOARD OF DIRECTORS

Alice Chen	Export Ventures Group and PwC
Lara Dauphinee	Flore Group
Christine Day	Luvo Inc.
Robin Dhir	Twin Brook Developments Ltd.
Jan Grude	Pacific Blue Cross
Robin Henningsen	Autism Society of British Columbia
Peter Higgins	Purdy's Chocolatier
Mark Hoag	MNP LLP
David Hoff	Ledcor
Terry Hui	Concord Pacific Developments Inc.
Moray Keith	Dueck Auto Group
Christopher Lythgo	Business Development Bank of Canada
Michael McCarthy	TELUS
Sarah McCullough	Spectra Energy
Jessica McDonald	BC Hydro
Sacha McLean	McLean Group
Patricia Mohr	Scotiabank
Gordon Nelson	Rogers Communications Group
Meredith Powell	The Next Big Thing
Haroon Rashid	Paradigm Ltd.
Craig Richmond	Vancouver Airport Authority
Dr. Mark Schonfeld	Langbury Holdings
Lorne Segal, O.B.C.	Kingswood Properties Ltd.
Kirsten Sutton	SAP Labs Canada
Denise Turner	Bravura Business Solutions Inc.
Vivian Zalkow	Taymor Industries Ltd.

PUBLICATIONS MAIL AGREEMENT No. 40011551

Greater Vancouver Board of Trade, World Trade Centre
 Suite 400, 999 Canada Place
 Vancouver, B.C. V6C 3E1
 contactus@boardoftrade.com

@boardoftrade

@boardoftrade

@theboardoftrade



LEADERSHIP | Steering us in the right direction

WE FOR SHE Conference 2016 a resounding and uplifting success

BY ROBIN SILVESTER

"To reach a port we must set sail. Sail, not tie at anchor. Sail, not drift." — Franklin D. Roosevelt

Last month, the Greater Vancouver Board of Trade hosted one of the largest — and most unique — events in its 129-year history, the WE FOR SHE Conference.

The event was a resounding success, with more than 800 business leaders in attendance alongside more than 700 high-school students from all over B.C. — including schools from throughout Greater Vancouver, Vancouver Island, and Northern communities such as Quesnel and Fort St. John.

On the morning of the forum, the Lower Mainland was walloped by a storm that cancelled ferries and caused several schools to miss the event. But even despite the inclement weather, more than 1,500 people attended, and the rain outside couldn't put a damper on the enthusiasm and conversations inside the Vancouver Convention Centre.

Premier Christy Clark kicked the forum off with a rousing keynote address that set the tone for the day. In her remarks, she made it clear that the forum's goal was to give young women the opportunity to connect and be inspired by women leaders in fields as different as politics, business, skilled trades and technology.

That's something we try to do here at the Greater Vancouver Board of Trade through our Leaders of Tomorrow mentorship program for college and university students, but this was one of the first times we have engaged directly with high-school students.

The result? An infectious energy that triggered conversations not just here in Vancouver, but across the country. By 8:30 a.m. the forum's official hashtag — #WeForSheBC — was trending on social media in Vancouver. By 9 a.m.



it was trending across Canada, with people joining the conversation online from Toronto, Ottawa, Montreal and beyond.

Throughout the day, more than two dozen news reporters attended, including national media outlets such as the Canadian Press. Global BC was also on site, conducting live interviews on-air with many of our guests and inspirational speakers.

All told, we had more than 20 speakers join us on stage. Throughout the day there were keynote presentations, panel discussions, and a "Rapid Fire Speakers Series" with engaging presenters. In addition, the high-school students also participated in breakout sessions that focused on industries in which women are currently underrepresented. This included topics such as the tech industry, skilled trades, sciences, finance, and more.

In the weeks since the forum, our organization has received some incredibly positive and uplifting feedback from the business leaders in attendance, all of whom left the event feeling like they had helped move the dial by inspiring B.C.'s next generation of young women.

"Our team has come back from the WE FOR SHE session today absolutely inspired by what they heard and the connections they made. Thank you very much for giving us this incredible opportunity to be a part of something so important and so aligned with

our purpose," wrote one of our partners from the organization viaSport.

"To the sponsors and organizers of WE FOR SHE 2016, a big thank you for the amazing day planned and delivered to girls," wrote another attendee — a teacher — who accompanied 20 students from Ladysmith Secondary School to the event.

"I can say without a doubt that you made a difference. These girls enjoyed the speakers and the roundtable discussions. I actually had to tell three students that we needed to go because our buses were here! Nothing but appreciation for the time and energy put into this day. I have been to other events with groups of students but this one was tops at engaging its audience."

It is comments like these that make the months and months of planning all worthwhile for our team at the Greater Vancouver Board of Trade. On behalf of our board of directors, I'd like to extend a special thank-you to Amelia Wong and Austin Nairn, who led the charge for the Board of Trade on this significant undertaking that far exceeded our highest expectations.

Special thanks also go to our organizing partners, the Province of British Columbia and the WEB Alliance of BC, our Presenting Sponsor CPA BC, and our two tireless forum Co-Chairs, Jill Earthy and Lois Nahirney.

Engaging tomorrow's business leaders today, and promoting diversity by encouraging young women to consider careers in business and politics are totally aligned with our core values at the Board of Trade.

We can all be proud of what we accomplished together at WE FOR SHE and the change that we have put into motion. We are no longer anchored. We have set sail. **SB**

Robin Silvester is 2016-17 Chair of the Greater Vancouver Board of Trade. He also serves as President and Chief Executive Officer of the Vancouver Fraser Port Authority.

Together with her team, Heather helped Cineplex build one of the 10 most admired corporate cultures in Canada.

Heather Briant, CHRE
*Senior Vice President,
Human Resources*

Cineplex Entertainment

business in focus

Let a **Certified Human Resources Professional, Leader** or **Executive** show you how their achievements set them apart.

HRPA's quality designations command respect and reflect the people-driven strategies HR professionals contribute to organizational success.

The **CHRP**, Canada's best-known and only national HR designation, is now available exclusively from HRPA.



Human Resources
Professionals
Association

PUT YOUR BUSINESS IN FOCUS

hrpa.ca/infocus

IN FOCUS | Photos from recent events and activities at the Board of Trade



TransLink CEO Kevin Desmond speaks to media following his address to the Greater Vancouver Board of Trade on Oct. 13. In his speech, Desmond shared insights from his first six months on the job and his assessment of our regional transportation system. | MATT BORCK



B.C.'s Minister of Environment, Mary Polak, discusses the province's new Climate Leadership Plan during her Oct. 20 keynote to the Greater Vancouver Board of Trade. | MATT BORCK



Attendees place their business cards in a prize draw at the Greater Vancouver Board of Trade's third annual trade show on Oct. 26. | MATT BORCK



Board of Trade President and CEO Iain Black sits down for an armchair Q&A with David Plouffe, Uber's Chief Advisor and former campaign manager for President Obama, on Oct. 11. The discussion revolved around ridesharing, the future of urban transportation, and a little U.S. politics. | MATT BORCK



Sales guru Shane Gibson leads a breakout session on 'social selling' at the third annual Greater Vancouver Board of Trade Show, held Oct. 26 at the Fairmont Hotel Vancouver. | MATT BORCK



Perry Bellegarde, National Chief for the Assembly of First Nations, spoke to B.C.'s business leaders on Oct. 26 about rights, respect and reconciliation. The event marked Chief Bellegarde's second annual address since he was elected National Chief in December 2014. | MATT BORCK

Did you know the Greater Vancouver Board of Trade hosts nearly 150 speaker events, seminars, webinars, and networking receptions each year?

More photos at [facebook.com/boardoftrade](https://www.facebook.com/boardoftrade)

LEADERSHIP | Helping to shape our city's bright future

Board of Trade Director Meredith Powell shares thoughts on adventure, innovation, and entrepreneurship

Describe what you do in 10 words or less.

Serial entrepreneur, blue-sky thinker, startup cheerleader, and extroverted introvert.

Where is your hometown and how did it shape you?

I grew up in North Vancouver. I spent my childhood outdoors — riding bikes, building tree forts, exploring rivers and forests. Helicopter parents didn't exist in my world — independence meant adventuring and getting creative with friends... then coming home for dinner when the sun went down.

What was your first job?

My first real job was in high school as a bilingual tour guide at the Capilano Suspension Bridge. Next, I moved to a retail job at a funky theatrical makeup, costume and dance boutique. It was amazing — I learned about wholesale buying and brands and balancing books.

What is the most important lesson you learned from your parents?

My mom and dad were always the first ones people came to when in need — be it neighbours, family members, teachers, sports coaches, or the many DTES locals who walked through my dad's law firm doors and couldn't afford legal representation but needed desperately someone experienced in their corner. They helped them all and never judged. Also, they still laugh together and hold hands.

Why did you join the Greater Vancouver Board of Trade?

I'm deeply passionate about being a voice at the GVBOT table on behalf of women entrepreneurs, youth innovators, and the emerging tech sector at large. I'm excited to help shape the bright future of our city.

How do you think our region will be different 10 years from now?

I look forward to an economy

that is increasingly knowledge-based — dependent on innovation, technology and global impact versus harvesting natural resources. Vancouver is poised to be a world leader in clean-tech, quantum computing and social venture among others. I hope our region will better champion pay parity for women and better support our First Nations people.

What are your creative outlets?

Making music, writing, reading, mentoring, branding and design.

What qualities make someone successful?

Empathy, curiosity, kindness, patience, resilience, courage, integrity, gratitude and intuitiveness make for leaders I admire.

What are three apps you couldn't live without?

Headspace (daily 10-minute guided meditations), Slack



Meredith Powell, Co-founder, The Next Big Thing

local, and Marche St George for morning treats.

What is the last TV show you binge-watched?

House of Cards is my #1. The Gilmore Girls and Twin Peaks re-ups are next on the list.

What does a perfect day look like to you?

Sunrise meditation followed by a nature hike and lake swim, book reads and beach naps in the sunshine, then a BBQ with dozens of friends and family followed by an all-night dance party.

What is the secret to happiness?

Love. Always love. **SB**

Meredith Powell is Co-Founder of The Next Big Thing, a charitable organization that empowers NextGen innovators and entrepreneurs across Canada.

The Greater Vancouver Board of Trade is fortunate to have 36 of our region's top executives and business leaders on its board of directors. For more information on these exceptional individuals, visit boardoftrade.com/directors.



Housing in Canada and the Imaginary City: Addressing Vulnerabilities, Data Gaps and Affordability

Wednesday, November 30, 2016 | 11:30 a.m. – 2 p.m.
The Westin Bayshore Vancouver, 1601 Bayshore Drive



Evan Siddall

President and CEO
Canada Mortgage and Housing Corporation

Mr. Siddall will address the changing nature of housing markets in Canada and CMHC's mandate in promoting both access to housing and financial stability. He will share an update on CMHC's consultations in forming a national housing strategy for Canada.

Mr Siddall will also present key housing indicators for Greater Vancouver and address key drivers including economic fundamentals and foreign investment activity.



2016 YEAR IN REVIEW

Beyond the headlines

Thursday, December 1, 2016 | 11:15 a.m. – 2 p.m.

Featuring:



Squire Barnes, Sports Director, Anchor, Global BC
Daniel Bettridge, City Editor, Daily Hive Vancouver
Kirk Lapointe, Vice President, Audience & Business Development, Business in Vancouver
Sophie Lui, Anchor, Global BC
Moderator: Iain Black ICD.D, President and CEO, Greater Vancouver Board of Trade

Presenting Sponsor:



RECOGNITION | BCIT honours its best

Annual Distinguished Awards Dinner celebrates 'a future of infinite possibilities'

Six outstanding British Columbians have been honored by BCIT. The Institute's Distinguished Awards Dinner was held Oct. 6 at the Vancouver Convention Centre. Hosted by CBC's Ian Hanomansing, the event celebrated the award recipients and explored how both BCIT and country can create a future of infinite possibilities.

BCIT President Kathy Kinloch spoke about how BCIT leads disruptive change through research and collaboration. "I envision all of BCIT as an integrated 'village' of education, industry, innovation and success," she said.

That village includes the two Distinguished Alumni Award recipients: Suki Sekhon, President of the CRS Group of Companies, and Frank Rizzardo, President and GM of Emcon Services Inc.

A 1984 graduate of the Marketing Management program, Sekhon is well known for both his professional success and his philanthropy.

"There are a lot of deal-makers," says Joe Segal, President of Kingswood Capital Corporation, "but

they're not all the same as Suki. ... Suki has never been anything but straightforward, proactive, sincere, and trustworthy."

In his acceptance speech, Sekhon said that the teamwork he practiced at BCIT prepared him for the workplace. He went on to say his children have attended various impressive post-secondary institutions, including NYU and Stanford. "So," he said, "I've [had] a pretty good look at a lot of schools over the years." He encouraged the crowd to donate to BCIT because there's "an onus on us BCIT grads to say, 'We are BCIT grads and we're proud.'"

Frank Rizzardo earned a BCIT diploma in Civil and Structural Engineering in 1973. He started his career with the BC Department of Highways. After 15 years, he left to start Emcon Services, now one of BC's biggest highway maintenance contractors.

When he founded Emcon, Rizzardo allowed the staff to buy into it. For 27 years, the company has also provided bursaries to families of employees. "He's always really interested in having people better themselves," says



L-R: Distinguished Alumni Award recipients Frank Rizzardo and Suki Sekhon, Faculty and Staff Distinguished Alumni Award recipient Amy Fell, President Kathy Kinloch, 2017 Honorary Doctorate of Technology recipients Diana Swain and the Honourable David Emerson, Outstanding Student Leadership Award recipient Nadia Dobrianskaia.

John Ryan, President, Nechako Group of Companies. "He's done so many things that are so good, so inspirational for people."

In accepting his award, Rizzardo admitted that a recent visit to the Burnaby Campus was the first time he'd been back in 43 years. "I didn't recognize it," he said. "What I have recognized, though, is the dedication of the instructors and the abilities of the students, because we try to hire graduates."

The night also saw the announcement of the 2017 BCIT Honorary Doctors of Technology. The CBC's Diana Swain—an alumna of BCIT—will receive her degree at BCIT's June convocation, along with The Honourable David Emerson.

Along with industry leaders, BCIT recognized two of its own. The Outstanding Student Leadership Award went to Computer Systems Technology graduate Nadia Dobrianskaia,

while the Faculty and Staff Distinguished Alumni Award went to Amy Fell.

Fell spoke for the room when she remarked that her success has come, at least in part, from great role models: "My journey has been marked by people who have modeled formidable skills. I'm so grateful to all of them." **SB**

Learn more about BCIT's Distinguished Awards Dinner at bcit.ca/alumni.



Welcome to some of our newest members

Companies

Evelyn Ackah
Ackah Business Immigration Law

Mark Grant
Bridge Power

Susan Scott Gabe
Care at Home Services

Reynaldo Guarin
Cebusoft Systems

Raj Bharti
Collaborate Consulting

Kelli Brunton
Kelli Brunton Graphics

Alex Dagg
Airbnb
airbnb.com

Sergey Dzhenganin
Arina IT Support
arinattech.com

Eric Beckwitt
Freightera Logistics Inc.
freightera.com

Nelson Lee
Green Sky Sustainability Consulting Ltd.
greensky.ca

Stephen Claridge
Vantage Search Marketing
vantagesearch.ca

Elyse Renouf
Innergy Corporate Yoga

Steve McAuley
Privatis Technology Corporation

Arnedo Lucas
SkyPrint Services Corp.

Tania Navarro
TNT Event Planning Group

Nora Szeleczyk
Code Showroom
codeshowroom.com

Jordan Byman
Stratiform
stratiform.ca

Tatiana Navarro
TNT Event Planning Group
tntevent.ca

Tom Kuch
Toyota Canada
toyota.ca

Individuals

Janell Goulard
Lee Ling Yang

Erica Baker
Martin Chiang

Char Garay
Ken Park

Humi Rahimi
Meg Wu

Harry Woodhouse
Eddy Fung

Dan Bragilevsky
Anja Echavez

Anoop Desai
Candice Charleton

Daniel Gogolin
Deland Jessop

Jenny Sine
Hasnain Raza

Terri-Lynn Brown

POLITICS | How will the U.S. Election impact Canada?

From free trade to borders to energy, the new U.S. President will shape cross-border policies

BY ELISABETH DONNELLY

On November 8 — the same day this issue of *Sounding Board* hits newsstands — our neighbours to the south will head to the polls to cast their ballots in the U.S. Presidential Election, a national ritual with impacts that will ripple throughout the world.

While observers of the global economy have remarked that when America sneezes, Europe catches a cold, the impact is heightened in Canada: When the United States sneezes, we catch a flu.

Our deep ties with the United States mean that the upcoming historic and much-discussed election will have immediate and long-term implications for Canadian business. In fact, Canada and the United States have the largest trade relationship in the world, with more than US\$670 billion in goods and services traded last year.

As we await the final election results, it is important to understand each candidate's positions

and their potential effects on B.C. and Canada.

Not-so-free trade

Hillary Clinton and Donald Trump have expressed varying degrees of opposition to free trade, with both candidates speaking against the Trans-Pacific Partnership. This movement away from greater market access and increased regional economic integration decelerates growth and hinders market competition, negatively impacting the Canadian economy.

Trump has also expressed his intention to revisit the North American Free Trade Agreement, one of the most significant drivers of U.S.-Canadian trade growth in the last two decades.

Finally, the ongoing softwood lumber negotiations between Canada and the United States — to be handled by the incoming administration — will also be an important issue going forward.

Border: Thick and Thin

Security is another key issue that will be affected by the election.



Currently, Canada contributes about 1 per cent of its GDP to NATO joint security efforts. Donald Trump has voiced his commitment to pushing NATO members to increase their funding to meet the organization's recommended 2 per cent contribution, suggesting a potential need to divert more funding into international defense and security efforts.

In addition, the continuation of the United States' current cooperation efforts with Russia regarding Arctic security is significant to Canada, as well. The Canadian government recently emphasized the importance of establishing cautious links with Russia to ensure a safe and secure Arctic.

The last few years have also

seen a thinning of the U.S.-Canada border that encourages cross-border tourism and business travel.

Any momentum toward American isolationism has the capacity to reverse this progress on the freer movement of goods, services, and people, harming each nation's longer term economic outlook in the process.

Energy Proponents and Climate Skeptics

The candidates' differing energy agendas will also significantly impact Canada. Donald Trump has declared his support for the Keystone XL pipeline, while Secretary Clinton has expressed her opposition.

Responsible development of midstream infrastructure

remains important to the Canadian economy, as adequate, appropriate market access for Canadian oil and gas enables the long-term success of the industry.

Trump supports the expansion of the U.S. coal industry, as well, which could adversely affect the long-term outlook for Canadian natural gas.

Finally, the new administration will greatly influence U.S., and therefore world, climate action policy. B.C.'s leadership on climate action must be matched by other key economies to maintain our global competitiveness and work toward a sustainable future for our planet.

Overall, while the election results remain uncertain, Canadians should take a keen interest in the outcome. For Canadian business, the impacts will be apparent for years to come. **SB**

Elisabeth Donnelly is an MBA student at Simon Fraser University and policy intern at the Greater Vancouver Board of Trade.

Join the Greater Vancouver Board of Trade and Dentons on Nov. 18 for a discussion with two former ambassadors on what the U.S. Election results will mean for Canada. Learn more at boardoftrade.com/Election2016.



The New U.S. President: What it means for Canada

In partnership with: **大成 DENTONS**

Friday, November 18, 2016 | 11:30 a.m. – 2 p.m.



Gary Doer
Senior Business Advisor,
Toronto, Dentons
Former Canadian
Ambassador to United
States (2009-2016)

As our largest trading partner and neighbour to the south, the next U.S. administration will influence a broad range of policy issues that directly impact Canada.



Gordon Giffin
Partner, Dentons
Former United States
Ambassador to Canada
(1997-2001)

Ten days following the November 8 election, join us for a discussion with Gary Doer, former Canadian Ambassador to the U.S., and Gordon Giffin, U.S. Ambassador to Canada under Bill Clinton, to discuss how the new President and Congressional makeup will shape U.S.-Canada relations for years to come.



MODERATOR
James Moore
Senior Business
Advisor, Dentons
Former MP and Cabinet
Minister, Government
of Canada

Event Partners:

Media Partner:



BC Jobs Plan: Keeping our economy diverse, strong and growing

Monday, November 14, 2016 | 11:30 a.m. – 2 p.m.
Pan Pacific Vancouver, 999 Canada Place, Vancouver



The Honourable Shirley Bond
Minister of Jobs, Tourism and Skills Training
Minister Responsible for Labour
Province of British Columbia

Join us as Minister Bond highlights the current state of B.C.'s economy, showcase some of the successes the province has seen, and highlight key sectors with significant growth potential.

Presenting Sponsor:

Supporting Sponsor:

Marketing Partner:



HEALTH | Integrated Health Care 2.0: Changing health care delivery

Pacific Blue Cross aims to spark new partnerships across health sector

BY JAN K. GRUDE

We were proud to partner with Greater Vancouver Board of Trade as sponsor of the Integrated Health Care 2.0 Forum on Nov. 4, to introduce and discuss innovative models of patient-centered care in North America and around the world. Together they illustrate three drivers of change: a shifting delivery model, innovation, and community public partnerships.

As proud as we are of Canada's health care system, there are few who disagree that innovation is needed, especially given an ageing population that will become increasingly dependent on primary, hospital and elder care.

When we bring up the topic of health care, inevitably, the conversation steers toward Canada versus the U.S.; however, neither country performs particularly well when compared to many

primary health care systems in other parts of the world.

Integrated primary health care is essential to meeting the demands of our ageing seniors population, who faces long wait times and whose conditions are often treated with multiple prescription drugs.

It is widely agreed among health care professionals that a patient-centered approach produces better health outcomes, with coordinated administration and a team of health experts supporting patient care over the longer term.

A simplified definition of integrated health care is the "right provider, at the right place, at the right time," working within a connected team to treat the "whole person."

As the health sector works together to develop and implement an action plan in support of system-wide change; our success will depend on being open to exploring and funding alternative models of primary

Integrated Health Care 2.0
Presented by Pacific Blue Cross

care. To maintain universal access to the best health care, we must find ways to keep it sustainable.

As the province's leading health benefits provider, serving one in three British Columbians, Pacific Blue Cross supports the goal of integrated health care by facilitating the bridging of innovative services and partnerships with care providers. With more than 75 years supporting the health needs of British Columbians, Pacific Blue Cross is also the steward of data and that could help us to inform stakeholders about patterns and trends.

Pacific Blue Cross recently partnered with Simon Fraser University on an industry and academic partnership to help health professionals and policy makers to better understand population health issues in



Jan K. Grude, President and CEO, Pacific Blue Cross

To maintain universal access to the best health care, we must find ways to keep it sustainable.



British Columbia.

Researchers are using the Pacific Blue Cross Health Informatics Lab to harness data to provide an indispensable resource to the health care sector. The lab also provides a training ground for graduates pursuing careers in health informatics.

As we continue to explore the drivers of change, Pacific Blue Cross is looking to build new partnerships and support innovations toward the evolution of health care in communities across the province, with a focus on integrated primary care models to improve the health and wellbeing of British Columbians.

One aim in supporting the Greater Vancouver Board of Trade's third annual Health Care Forum last week was to spark more partnerships to across the industry to help make change happen. If your organization could be part of that change, I welcome you to take up the challenge. **sb**

Jan K. Grude is President and CEO of Pacific Blue Cross. He also serves as Director of the Greater Vancouver Board of Trade.



Economic Outlook Forum

Presented by National Bank

Friday, January 20, 2017 | 7:15 a.m. – 1 p.m.

Vancouver Convention Centre - West | 1055 Canada Place

Politics, Power and Prosperity

For 28 years, the Greater Vancouver Board of Trade's annual Economic Outlook Forum has given our region's business leaders a detailed and insightful look at the year ahead by combining local, national and international perspectives.

It's the kind of practical conversation our Members have come to expect as they review their own plans for the coming year.

As a result, this year's forum will build on that well-earned reputation with detailed discussions of the new American President and their impact on Canada, the upcoming British Columbia provincial election, and national and provincial economic forecasts for 2017.

It all adds up to one of the most influential days of the year, and one of the "must-attend" business events of 2017.

Panel Sessions

SESSION 1

Success by the Numbers: 2017 Economic Outlook

SESSION 2

The New American President and Canada: Politics of Prosperity

SESSION 3

The Economic Balance Sheet: CEO Perspective of the Year Ahead

SESSION 4

Voting for the Future: British Columbia's 2017 Election

Title Sponsor:



Supporting Sponsors:



Community Sponsors:



IN FOCUS | Photo highlights from the WE FOR SHE Conference



Here they come! B.C.'s next generation of women leaders filled the Vancouver Convention Centre on Oct. 14 for the highly anticipated WE FOR SHE Conference. In total, 700 high-school students from across the province participated in the full-day event. | MATT BORCK



Premier Christy Clark waves to the sold-out crowd of 1,500 following her opening keynote at WE FOR SHE. Premier Clark was joined on stage by Richard Rees of CPABC. | MATT BORCK



Countless volunteers pitched in to bring WE FOR SHE to fruition, representing more than a dozen partner organizations. | MATT BORCK



L-R: Swave Co-Founder Emily Naing, B.C. Premier Christy Clark, Canadian Olympian and UNICEF Ambassador Karina LeBlanc, and Microsoft Canada President Janet Kennedy take part in a lively panel discussion on 'The Power of Generations' moderated by Global BC's Jill Krop. | MATT BORCK



Nicole Verkindt, CEO of OMX and Star of CBC's Next Gen Den, stands on stage at the Vancouver Convention Centre during her keynote address. Verkindt was one of more than 20 speakers throughout the day. | MATT BORCK



An attendee writes an inspirational message on a glass box created by Wakefield Productions. The box was meant to symbolize the invisible 'glass ceiling' that some women still face in business, sciences, the skilled trades, and other professions. | MATT BORCK

Check out the full photo gallery, videos, and a stream of social media posts at WeForSheBC.ca

Optimize your performance IN THE BOARDROOM.



ICD-ROTMAN DIRECTORS EDUCATION PROGRAM

Canada's leading program for DIRECTORS.

The Directors Education Program (DEP), jointly developed by the Institute of Corporate Directors and the University of Toronto's Rotman School of Management is offered nationally at Canada's top business schools. Since the launch of the DEP, over 4,300 directors have completed the program, taking the first step towards acquiring their ICD.D designation.

APPLICATION DEADLINE: February 16, 2017 CITY: Vancouver

MODULE I: April 21-23, 2017 **MODULE III:** September 25-27, 2017
MODULE II: June 19-21, 2017 **MODULE IV:** November 17-19, 2017

TO APPLY OR TO VIEW ALL AVAILABLE OFFERINGS ACROSS THE COUNTRY, VISIT ICD.CA/DEP

In collaboration with:



Jointly developed by:



ICD-ROTMAN NFP GOVERNANCE ESSENTIALS PROGRAM

Better serve your not-for-profit organization. AND ITS MISSION.

The NFP Governance Essentials Program (NFP Program), jointly developed by ICD and the University of Toronto's Rotman School of Management, is an intensive program focused on key accountabilities and responsibilities for not-for-profit directors through extensive use of team-based learning.

TO APPLY OR TO VIEW ALL AVAILABLE OFFERINGS ACROSS THE COUNTRY, VISIT ICD.CA/NFP

CITY	PROGRAM DATES	APPLICATION DEADLINE
Vancouver	April 19-20, 2017	February 8, 2017
Victoria	June 5-6, 2017	April 5, 2017

A limited number of RBC Foundation scholarships valued at \$1,000 each are available for this offering.

In collaboration with:



Supported by:



Jointly developed by:



ICD NATIONAL SHORT COURSES

In-depth learning. BY DIRECTORS. FOR DIRECTORS.™

The ICD's national short courses provide directors with subject-specific learning opportunities from the director's perspective. Developed and delivered by seasoned directors with the support of other subject matter experts and directors-in-residence, the courses reflect and are enriched by extensive, hands-on, real-life boardroom experiences.

TO APPLY OR TO VIEW ALL AVAILABLE OFFERINGS ACROSS THE COUNTRY, VISIT ICD.CA/SHORTCOURSES

ENTERPRISE RISK OVERSIGHT FOR DIRECTORS* (RISK)

CITY	PROGRAM DATE	APP. DEADLINE	LEAD FACULTY
Vancouver	November 29, 2016	Call to Inquire	John E. Caldwell, CPA, CA

BOARDROOM FINANCIAL ESSENTIALS (BFE)

CITY	PROGRAM DATE	APP. DEADLINE	LEAD FACULTY
Vancouver	March 29, 2017	March 1, 2017	Bill Fenton, CPA, CA, ICD.D

*Developed by the ICD in collaboration with CPA Canada.

CONTACT THE ICD AND APPLY TODAY.

1.877.593.7741 x290
education@icd.ca
icd.ca

