

SOUNDING BOARD



THE OFFICIAL PUBLICATION OF THE GREATER VANCOUVER BOARD OF TRADE AND ITS MEMBERS | NOVEMBER 2017 | VOLUME 57 / ISSUE 10 | BOARDOFTRADE.COM

GVBOT renews calls for ridesharing and taxi modernization

TRANSPORTATION | Board of Trade has advocated for new industry framework for more than two years

The Greater Vancouver Board of Trade has once again renewed its calls for Members of the Legislative Assembly to work together to enable British Columbians to access innovative transportation options.

The organization put out a statement last month, urging the Provincial Government to act quickly to introduce ridesharing in B.C. while also modernizing the traditional taxi industry.

"With the fall legislative session now well underway, we urge the provincial government to make immediate, meaningful steps toward greater mobility in our region," said Iain Black, President and CEO of the Greater Vancouver Board of Trade.

"Throughout the last provincial election, our Members made clear that we need more choice when it comes to passenger transportation. All three party leaders pledged to pass ridesharing enabling legislation by the end of the year, and we call on the new



government to follow through." For more than two years, the Board of Trade has been a leading voice advocating for the introduction of ridesharing in B.C. and the modernization of the taxi industry. In October, the organization worked together with 11 other groups to publish a joint op-ed

asking for the immediate introduction of ridesharing in British Columbia. This informal coalition included the B.C. Tech Association, Mothers Against Drunk Driving Canada, the Cruise Lines International Association, the Downtown Vancouver BIA, the B.C. Restaurant and Foodservices

Association, the Urban Development Institute, the Surrey Board of Trade, and more. In early 2016, the Greater Vancouver Board of Trade issued a research paper entitled Innovative Transportation Options for Metro Vancouver in conjunction with its Regional Transportation and

Infrastructure Committee. The report made four specific recommendations to the Provincial Government that would have paved the way for ridesharing while creating a level playing field for taxis.

A year later, GVBOT's 2017 Provincial Election Platform also called for legislation that enables ridesharing and modernizes the taxi industry, following a survey that found overwhelming support for the issue among our region's business community.

"The time has come for British Columbia to embrace new transportation technology and trends. At the same time, we need to enable our traditional taxi industry to modernize and compete on a similar playing field," said Black. "We believe both can be achieved, and we are seeing evidence of that in 40 other jurisdictions across Canada where ridesharing is already part of the transportation mix." SB

Read GVBOT's 2016 report at boardoftrade.com/ridesharing.



Opposition Leader

The Honourable Andrew Scheer will give his first address to Board of Trade Members later this month

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2 EVENTS AND SPEAKERS

TECHNOLOGY | Where are we headed next?

Board of Trade hosts inaugural Smart Cities Forum next month



Learn more about the global 'smart cities' movement and the City of Vancouver's plans on Dec. 1.

The Greater Vancouver Board of Trade has announced its inaugural Smart Cities Forum will take place on Friday, Dec. 1.

Around the world, cities are beginning to recognize the immense economic, social and environmental advantages of becoming "smart" and have started the transitional towards becoming "Smart Cities."

A smart city is an urban area that uses different types of electronic data collection and sensors to supply information used to manage assets and resources efficiently. This includes data

collected from citizens, devices, and assets that is processed and analyzed to monitor and manage everything from traffic and transportation systems, to power plants, water supply networks, waste management, law enforcement, information systems, schools, libraries, hospitals, and other community services.

Here in Greater Vancouver, our region is beginning to respond to the smart city movement. A key part of this forum will include remarks by Jessie Adcock, Chief Technology Officer for the City of Vancouver, on our city's journey so far.

In addition, the forum will also feature two sessions, including "How Smart Cities are changing urban life as we know it" and "How Smart Cities impact businesses and the economy."

Experts will share best practices from leading Smart Cities around the globe, with explain how local businesses and industries can adapt and transform to take full advantage of the opportunities.

Don't miss this cutting-edge forum on a topic that is sure to shape our region's future. **SB**

Tickets are on sale now at boardoftrade.com/smartcities.

POLITICS | Prosperity for hard-working Canadians

Official Opposition Leader Andrew Scheer to give first GVBOT address

The Honourable Andrew Scheer, Leader of the Official Opposition and new Leader of the Conservative Party of Canada, will deliver his inaugural address to the Greater Vancouver Board of Trade on Nov. 16, outlining his positive Conservative vision for B.C. and Canada.

In his remarks, Scheer will share his thoughts on important topics facing the business community, including housing affordability, transit and infrastructure investment, and a growing innovation and tech sector. He will also discuss how Ottawa decision-makers can strengthen the Canadian economy through a plan for lower taxes, responsible government spending, and championing small business.

Scheer was first elected Member of Parliament for Regina-Qu'Appelle in 2004 by defeating the longest-serving member of the House of Commons. Re-elected four more times, he held the position of Speaker of the House of Commons from 2011 to 2015, becoming the youngest Speaker



The Honourable Andrew Scheer

in Canadian history.

After the 2015 election, he served as the Official Opposition House Leader before successfully seeking the Conservative leadership and assuming the party leadership in May 2017.

Don't miss this opportunity to hear from one of Canada's party leaders about his vision for the future of our country and national economy. **SB**

Registration is now open at boardoftrade.com/scheer.

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

WEDNESDAY, NOVEMBER 15, 2017

Thrive Series

Thrive Series: 5 fundamental strategies to transform average managers into exceptional leaders

7 - 9 a.m.

Pinnacle Hotel Harbourfront
— Tuscan Room
1133 West Hastings Street

Simon Lowe
President, WA-2!

Platinum Program Partner: Scotiabank

Gold Program Partner: British Columbia Securities Commission



THURSDAY, NOVEMBER 16, 2017

Prosperity for Hardworking Canadians

7 - 8:45 a.m.

The Honourable Andrew Scheer
Leader of the Conservative Party of Canada

Pan Pacific Hotel — Oceanview Suite 5
999 Canada Place

Community Sponsor: Port of Vancouver

Preferred Media Partner: Business in Vancouver

TUESDAY, NOVEMBER 21, 2017

Company of Young Professionals

A Night of Non-profit Board Recruitment and Engagement

5:30 - 8:30 p.m.

Sheraton Wall Centre — Junior Ballroom
1088 Burrard Street

Denise Baker
Executive Director, Vantage Point

Platinum Program Partner: BCIT School of Business

WEDNESDAY, NOVEMBER 22, 2017

Canada's Economic Infrastructure

11:30 a.m. - 2 p.m.

Keynote

David A. Dodge O.C.

Senior Advisor, Bennett Jones, Ottawa

Jane Bird

Senior Business Advisor, Bennett Jones, Vancouver

Moderator

Michael Kennedy

Partner, National Infrastructure Advisory Leader, EY Canada

Presenting Sponsor: EY

Supporting Sponsor: GCT Canada Limited Partnership

Community Sponsor: Port of Vancouver

Preferred Media Partner: Business in Vancouver

Energy Forum 2017

**Accessing New Markets:
Navigating the Way Forward**

Thursday, November 30, 2017

TUESDAY, NOVEMBER 28, 2017

Port 2050: Are we headed for a great transition, or will we miss the boat?

11:30 a.m. - 2 p.m.

Fairmont Hotel Vancouver — BC Ballroom
900 West Georgia Street

Robin Silvester

President and Chief Executive Officer
Vancouver Fraser Port Authority

Moderator

Kirk LaPointe

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TRANSPORTATION | The electric vehicle challenge

How our region can start preparing for the future infrastructure needs of electric vehicles

BY SONIA TAKHAR

In order to accommodate the rapid adoption of electric vehicles (EVs), cities across the globe will have to overcome key infrastructure barriers.

City of Vancouver officials have pledged to make our city the “Greenest City.” To achieve this, the City aims to generate 100 per cent of its energy from renewable resources by 2050. In addition, it intends to reduce greenhouse gas emissions by at least 80 per cent below 2007 in the same time frame.

The City of Vancouver’s “Renewable City Strategy” outlines how to make these ambitions a reality. The strategy commits to transition to 100 per cent renewable powered transportation, including a pledge that 70 per cent of passenger vehicles will be electric or plug-in hybrid by 2050.

The City has incentivized consumers and businesses to purchase EVs, by providing a rebate of up to \$5,000 through the Clean Energy Vehicle for B.C. program (CEVforBC), whilst also increasing the necessary EV infrastructure.

Lack of EV charging stations in and around the city

EV infrastructure will become a fundamental community amenity for residents in the future. With that in mind, cities need to anticipate the user demands of a public charging network when urban planning. Better public charging infrastructure will also allow for quicker EV uptake.

Charging stations in and around cities will have to be high speed, allowing drivers to quickly charge and continue with their journey. EV charging stations should be strategically integrated throughout a cities infrastructure with commuters in mind. EV charging stations in park and ride amenities and transportation hubs facilitate commuters’ daily journey to work and encourages the use of public transportation into a city.

The public network of EV charging stations rapidly expanded as a result of the City of Vancouver’s Charge and Go implementation in 2011. However, if the City hopes to reach its ambitious 2050 targets, EV charging stations must be increased to keep up with EV ownership and adoption must be fueled through ease of access to infrastructure. Public deployment of charging infrastructure has slowed, and stakeholder



Meeting ambitious EV and sustainability targets will require a robust infrastructure system throughout our region and beyond. | FILE PHOTO

engagement has shown this has led to overcrowding at stations.

Private sector uptake has also faced challenges. Currently, a private entity is unable to sell electricity for a fee without having to first obtain approval, or an exemption, from the B.C. Utilities Commission. Provincial regulation of utilities and who may sell electricity is a complex public policy matter that civic governments will have to address together with provincial regulators and utilities.

Lack of EV charging stations in residential buildings

There is currently an EV charging shortage in residential buildings. The City could encourage private-sector involvement in residential buildings by providing incentives to retrofit workplace or residential parking lots. This would increase charging units and allow residents to charge their EVs overnight or at work.

The City has already made some headway by providing programs to support the cost and installation of EV charging stations in residential buildings. However, under the current rules, city officials must approve all charging hubs before they can be built.

The City can help expedite the transition to EVs by simplifying and streamlining regulations for private charging station operators and hosts. This can increase uptake of EV infrastructure and settle supplier concerns about cost recovery.

There are innovative solutions to help alleviate the EV infrastructure deficit. In Sweden, the social platform “Elbnb” allows EV drivers to charge their cars from other owner’s charging spots, by subscribing to a mobile app. The owner of the charging

spot agrees upon the time and cost prior to charging.

Currently, private uptake of EV infrastructure is high-risk due to the regulatory burden and lack of certainty on cost recovery as a result of low adoption of EVs. This is a catch 22. A lack of infrastructure means EV adoption is unlikely, leading to a lack of support for EV infrastructure. Targeted rebates, such as the CEVforBC initiative can counteract this and encourage consumer adoption.

Meeting ambitious EV and sustainability targets will require a comprehensive infrastructure system throughout our region and beyond.

The City of Vancouver and local municipalities should spearhead investment to close the gap on private infrastructure anxiety and ensure that Vancouver is in line with the EV revolution and on target to meet the goals of the Renewable City Strategy. **sb**

Sonia Takhar is a Policy Analyst for the Greater Vancouver Board of Trade.

ADVOCACY | Board of Trade grows its policy team

New faces bring a broad range of experience



The Greater Vancouver Board of Trade is pleased to announce several new additions to its public policy and advocacy team.

Beginning this month, Karen Graham will assume the role of Director, Advocacy and Stakeholder Relations, bringing with her more than a decade of experience in senior positions in the private, public and business association sectors.

Karen’s background in public policy, communications, strategic planning, and issues management is founded on previous roles with Spectra Energy’s Canadian LNG group, Westport Innovations, the United States Consulate General (Vancouver), and the Business Council of British Columbia. For the past two years, Karen consulted for such diverse organizations as HQ Vancouver, Resource Works, and the Vancouver International Wine Festival. She holds a Master of Arts in International Relations from York University and a Master of Public Policy from SFU.

In addition, the Board of Trade also recently added two new Policy Analysts, including Sonia Takhar and Claudia Kempe.

Sonia holds a BA in Politics and Economics and is a recent graduate of UBC’s Masters of Public Policy and Global Affairs program. She has completed several wide-ranging internships

including the Asia Pacific Foundation where she analyzed investment trends between Canada and Asia. She also interned with the Conference Board of Canada and has worked with Global Affairs Canada and the Inter-American Development Bank.

Claudia joins us after her role as a Project Specialist with the Young Presidents’ Organization where she managed 69 Innovation Week virtual and in-person events around the world. She holds a BComm from UBC and an MSc in Business Development Studies from the Copenhagen Business School. While in Europe, Claudia completed internships and with the Mission of Canada to the European Union, Embassy of Canada to Denmark, as well as the OECD where she focused on international trade, economic development, and SME policy.

Rounding out the team is Iqbal Ahmed, Manager of Public Policy Development, who celebrated his two-year anniversary with the Board of Trade last month.

Iqbal joined our team in 2015, returning to Vancouver after serving as a Policy Analyst with the Calgary Chamber of Commerce.

Iqbal is a graduate of UBC, where he studied Economics and Political Science before interning at the U.S. Consulate in Vancouver and then working at the Woodrow Wilson Center in Washington, D.C. **sb**



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SOUNDING BOARD

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ABOUT THE PUBLICATION

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ABOUT THE BOARD OF TRADE

The Greater Vancouver Board of Trade is Western Canada's most active and influential business association. We accelerate business success through our advocacy and public policy initiatives, our four Signature Programs for professional development, and our 100+ events each year, which educate and connect our region's business community. We engage with decision-makers to develop our region as a vibrant hub for commerce, trade, travel, and free enterprise. And we've been doing it with tangible results, for more than 130 years.

MISSION STATEMENT

OUR PURPOSE is to support sustainable prosperity throughout the Greater Vancouver region.

OUR VISION is to be an active, innovative, trusted, credible business organization, known for influencing decision-makers, and educating, connecting with, and engaging our communities.

OUR MISSION is to provide leadership, information and connections, and public policy support that help ensure the Greater Vancouver region is competitive and the preferred Pacific Gateway for trade, commerce, and travel.

WE ARE informed, respectful, principled, collaborative, and professional.

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LEADERSHIP | Time to step it up

Chair Anne Giardini looks ahead to this month's We For She Conference

BY ANNE GIARDINI

It's a recurring issue that organizations across all industries and sectors struggle with. How do we attract the most talented people to come to work for us, and then how do we keep them?

This problem can be tougher when it comes to women, given that we are still underrepresented in many sectors, including some of the industries at the heart of British Columbia's economy.

Studies have found that companies with women in leadership positions outperform their competitors, in both organizational excellence and financial performance. But, despite years of research and statistics, change is slow to come. By some estimates, at current rates, it will be a hundred years or longer before we can expect to see women achieve full workforce, leadership and professional parity.

Last month, Minerva BC issued its third annual Face of Leadership™ BC Score Card, which examined 50 of British Columbia's top companies. The study found that 18 of those 50 organizations had no women directors on their boards, and 14 had no women on their senior executive team. Overall, women occupied just 20 per cent of leadership positions, on average, and only 19 per cent of all board positions.

A few years ago, I was honoured to serve on the Law Society of British Columbia's Retention of Women in Law Task Force. After months of work, we released a report setting out a business case for retaining and advancing women lawyers in private practice, along with a toolkit of ideas that law firms could choose from to hire, advance, and retain more women in practice.

Our task force found that, as in many industries, women make up some of the top talent. For example, from 2003 to 2008, nine out of twelve Law Society of BC



Anne Giardini, O.C., Q.C.

Gold Medal winners for academic achievement were women graduates.

We also found that women had been entering the legal profession in B.C. in numbers equal to or greater than men for more than a decade and in substantial numbers for 30 years. Despite these encouraging statistics, we found that women represented only about 34 per cent of all practising lawyers in B.C. and only about 29 per cent of lawyers in full-time private practice.

In the report, we suggested that, in order to retain women lawyers, law firms needed to address some of the unintentional obstacles to equal opportunities for advancement. These obstacles included (but were not limited to) hidden bias, stereotypes, and assumptions about women and mothers, lack of mentors and champions, and lack of access to business development opportunities.

Recognizing that there is no one-size-fits-all answer, we recommended that law firms select from among a number of steps in order to attract and retain women. Options included ensuring women are well-represented and visible in senior leadership positions, setting benchmarks and measuring progress, taking active steps to ensure that mentorship and professional development opportunities are available to all, and ensuring that women are given a degree of self-control

over their work.

The need for better representation of women and other under-represented groups is not unique to the legal profession. The good news is that measures that will move us toward better inclusion are often applicable in many sectors. We all gain when we talk about and share practical tactics and strategies and when we celebrate good outcomes.

On November 17, 2017, I invite you to join us and "step it up for gender equality" at our 2017 We for She Conference, co-hosted by the Greater Vancouver Board of Trade, the Province of British Columbia, and the WEB Alliance of Women's Business Networks. Three great organizations. One powerful day.

This insightful and engaging working forum will feature a full day of speakers, table discussions, breakout sessions, and workshops aimed at helping you design the right equality action plan for your business or organization.

We'll talk about topics ranging from "Activating Men and Boys" to "Gender Equality in Pay and on Boards" to "Tackling Unconscious Bias." Each session has been crafted by knowledgeable and dedicated volunteers with the intention of helping us all to move beyond words toward a useful toolkit of actions we can start doing immediately to increase equality across B.C.'s business and work communities.

This year's forum is expected to draw upwards of 1,500 attendees — including hundreds of high-school students from across the province who need mentors and champions who will challenge them to be bold in their career decisions.

Plan to be part of this inspirational event. You can see the list of speakers and activities — and register — at weforshe.ca. **SB**

Anne Giardini, O.C., Q.C., is 2017-18 Chair of the Greater Vancouver Board of Trade. She is a corporate director and Chancellor of Simon Fraser University.

WE FOR SHE

Step it up for gender equality

November 17, 2017 | Vancouver Convention Centre East

weforshe.ca

Organizing Partners:



LEADERSHIP | Going the distance

GVBOT Director Todd Shewfelt on marathon running, work ethic, and the importance of a strong cup of coffee



Todd Shewfelt

Describe what you do in 10 words or less.

Helping small and medium-sized B.C. businesses grow and be successful.

Where is your hometown and how did it shape you as an individual?

I lived in Ontario until I was 10 years old and then my family moved west to Steveston. Moving across the country at a young age made it easier to move back and forth to Toronto later in life for work... although my family definitely calls Vancouver home and we have no plans to leave anytime soon.

What was your first job?

Washing dishes in a small French restaurant for minimum wage. I could eat as much as I wanted and it was so much fun. I asked for a 25 cents/hour raise and when they refused, I quit for a higher-paying job which was terrible. A lesson learned.

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

My father was the oldest son and raised on a farm so it's no

surprise he has passed along the expectation of working hard each and every day.

Why did you join the Greater Vancouver Board of Trade?

I joined the Greater Vancouver Board of Trade to meet people, learn something new and to contribute in some small way to a great organization.

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

Technology is transforming everything we do and will completely change the business landscape in 10 years. The only thing I'm certain of is that people will keep moving here and businesses will follow the talent so the future looks very bright for the lower mainland.

What is your favourite vacation spot?

My favourite city to visit is Paris. My go-to vacation spot for the family is spring break in Palm Springs. The weather is always perfect and it's an easy drive to Disneyland or Huntington Beach when we get tired of golfing.

What is the most difficult thing you have ever done?

Running a marathon is the most difficult thing I have done. It takes a great deal of physical and mental strength to keep running those last few miles.

What qualities make someone successful?

Successful people are curious, ready to try new things, can simplify things that are complicated, quickly adapt to changing circumstances, build trust with others, and have courage.

If you could have lunch with one famous person, who would it be? (And what would you ask them?)

John Coltrane or Miles Davis. I would ask, "Do you hear it in your head before you play it?"

What is your favourite restaurant in Greater Vancouver?

Zefferelli's on Robson. Old-school Italian and the owner Albert is priceless.

If you could be anywhere else right now, where would you be?

Pebble Beach.

What is one "life hack" that you think everyone should know?

In my case, have an amazing assistant! Thanks, Erna.

What is the last TV show you binge-watched?

"Love" on Netflix.

If you retired tomorrow, how would you keep busy?

Golfing, exercise, reading...it would be easy.

What does a perfect day look like to you?

A strong cup of coffee to start

and then watching my boys play baseball.

What is the secret to happiness? Treat everyone with kindness and respect. *SB*

Todd Shewfelt is Regional Vice President, Commercial Financial Services, for RBC.

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.



Canada's Economic Infrastructure

Wednesday, November 22, 2017 | 11:30 a.m. – 2 p.m.



David A. Dodge O.C.
Senior Advisor
Bennett Jones, Ottawa

Join David Dodge, former Governor of the Bank of Canada, and Jane Bird as they look at what lies ahead for the Canadian economy and the infrastructure sector and what it means for Greater Vancouver and B.C.



Jane Bird
Senior Business Advisor
Bennett Jones, Vancouver

David will provide his insights on the main factors driving the domestic and global economies. Jane will look at where the opportunities are for infrastructure in Canada and internationally.

Presenting Sponsor:

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CEO Series

Connecting Communities: Evolving our coastal ferry service

Tuesday, December 5, 2017 | 11:30 a.m. – 2 p.m.



Mark Collins
President and CEO
BC Ferries

Join the Greater Vancouver Board of Trade for a presentation and conversation with BC Ferries' CEO Mark Collins. Approaching one year at the helm, Mr. Collins will share information about the company's past and current performance, and talk about his vision to be a future-oriented BC enterprise that is trusted and valued by communities and customers.

Mr. Collins will talk about the ways BC Ferries is moving to more closely align its vision and strategic plan with the aspirations of its customers and the communities it serves.

Preferred Media Partner:



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



TransLink CEO Kevin Desmond takes a look ahead at the organization's future during his second annual GVBOT address on Oct. 17. | MATT BORCK



The Honourable Carole James, B.C.'s new Minister of Finance, gave her first update to business leaders on Sept. 22, 2017, following the tabling of her government's Budget Update in Victoria. In addition to her keynote address, Minister James also fielded a broad range of questions from Board of Trade Members in a Q&A session moderated by veteran broadcaster Bill Good. Listen to the speech and Q&A at boardoftrade.com/budgetupdate17. | MATT BORCK



A panel of business and community leaders discuss the benefits of hiring people with disabilities during GVBOT's inaugural Inclusive Business Forum on Sept. 21. | MATT BORCK



Assembly of First Nations National Chief Perry Bellegarde sits down for a Q&A with journalist Angela Sterritt following his Oct. 25 presentation on how Canada can realize a sustainable economy that includes the full participation of First Nations, the youngest and fastest growing demographic in the country. | MATT BORCK



Industry experts share advice for business owners during GVBOT's Cyber Security Forum on Oct. 20. The event featured a keynote by MNP's National Cyber Security Leader Danny Timmins (far left). | MATT BORCK



LNG Canada CEO Andy Calitz speaks to Board of Trade Members on Sept. 22 about his company's proposed LNG export terminal and the leadership challenges that arise when planning a mega project in B.C. | MATT BORCK

LEADERSHIP | Are you ready for the boardroom?

Board recruitment specialist Elizabeth Watson shares tips from her recent WLC presentation

BY ELIZABETH WATSON

The market has never been better for women and the next generation of directors to join the boardrooms of corporate Canada. As you consider these opportunities, make sure you understand the recruitment process and are ready for the commitment and contribution.

More and more director positions are coming available. Directors are required to put in more hours than ever before which means they can take on fewer boards. New governance issues like cybersecurity, organizational culture and market disruption require new skills that may not be available in the traditional director pool. And term limits and an aging director demographic are opening up vacancies.

At the same time, boards work with are serious about becoming more diverse, responding to the research that shows more diverse boards generate superior shareholder returns, and reflecting the demand from customers, regulators, shareholders, and

government for greater diversity. Although progress is less than ideal, we believe boards will continue to feature diversity as a key component in board renewal as they seek directors with the right competencies, commitment and character. While the diversity pool has initially focused on women, cultural and age diversity are also gaining more consideration.

Boards use various avenues to source new director talent. While referrals from existing board members, executives, shareholders, and advisors are a starting point, an increasing number of boards are turning to specialized search firms to help them identify a broader range of qualified director candidates. Search firms offer independence and access to a larger pool of prospective candidates, while also providing the extensive referencing and assessment necessary to help boards identify not only candidates' skills and experience, but the very important softer skills and team orientation that do not show up on a resume.

Finding out about vacancies on



Elizabeth Watson speaks to the Women's Leadership Circle on Oct. 11 about 'The Principles of Good Governance.' The event was hosted in partnership with the Institute of Corporate Directors. | COLIN MARSHALL

boards is not always easy. Most private sector positions are not advertised. You must either identify opportunities by researching industries, sectors, and companies of interest and making contact, or be identified by those seeking candidates, who typically look for individuals who have high-profile positions, award recognition or are referred through their sourcing networks.

There are several things you can do to help prepare for a board position. In addition to being the best you can be at your chosen occupation, don't be afraid to take

on leadership opportunities and expand your network to director circles. On the practical side, ensure you are financially literate, understand director duties and responsibilities and have relevant experience to bring to the boardroom, possibly gained through a not-for-profit board. Create a board-oriented CV, be prepared to explain what motivates you to be a director and let people know that you have time to serve. When the opportunity presents itself, make sure you focus on the value you will bring to the board and the company. Finally, don't forget

to do your due diligence. Board work is a team sport and when you join the team, your reputation and liability will be subject to team performance.

Board work is important, and positions are increasingly coming available for diversity candidates. To take advantage of these opportunities, make sure you understand the process, are well prepared to fill these seats and do your due diligence. **SB**

Elizabeth Watson, QC, is the founder of WATSON, the largest governance and specialty recruitment firm in Canada.



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