



TUESDAY, JUNE 30, 2015

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Canadian Electricity Association: The Electricity Imperative

The Honourable Sergio Marchi, President and Chief Executive Officer, Canadian Electricity Association

June is National
Electricity Month



SOUNDING BOARD

THE OFFICIAL NEWSPAPER OF THE VANCOUVER BOARD OF TRADE AND ITS MEMBERS

"We have been helping lead conversations about transportation since our inception in 1887." VBOT President and CEO Iain Black, pg. 5

JUNE 2015 • VOLUME 55 • NUMBER 6

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The Vancouver Board of Trade's

128th Annual General Meeting

with RBC Chair,
Kathleen Taylor



Kathleen Taylor
Chair, RBC Royal Bank

Friday, June 26, 2015

Register at boardoftrade.com/AGM

AGM to cap off another successful year

The Vancouver Board of Trade is proud to present RBC Board Chair **Kathleen Taylor** as the luncheon keynote speaker at its 128th Annual General Meeting on June 26.

As the first female Chair of a major Canadian bank, Taylor's remarks will focus on "Accelerating Canadian competitiveness through leadership in diversity," drawing upon stories from her

24-year career as President and CEO of **Four Seasons Hotels and Resorts** and her current role as the head of Canada's largest bank.

There now seems to be consensus amongst business leaders, governments and regulators regarding the critical role of diversity of thought and perspective plays in enhancing board effectiveness. Diversity helps drive better decision-making, succession plan-

ning, and ultimately, strengthens innovation and competitiveness.

Recent policy measures have focused specifically on gender diversity, with new "comply or explain" disclosure requirements being adopted by many provinces. However, increased diversity overall is not coming fast enough and more action is needed to break down the barriers that will allow diversity to contribute to

Canada's global competitiveness.

Join us as Taylor discusses these issues and much more. In addition, Members are also invited to attend the business portion of the AGM earlier that morning, where new bylaws will be adopted and 2015-16 Chair **Tim Manning** will officially be sworn in.

For more information, visit boardoftrade.com/AGM.



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Looking ahead to the year 2050

Global futurist from Oxford University to share insights at VBOT

The **Vancouver Board of Trade** is pleased to be hosting global futurist, **Ian Goldin**, Director of Oxford Martin School at the **University of Oxford**, on June 22.

In his remarks, Goldin will focus on key global issues affecting our common future and what we need to do to meet these challenges.

As a renowned thought leader, Goldin heads a unique interdisciplinary group of more

than 300 top researchers focused on the big looming issues of the next 100 years.

Don't miss this opportunity to hear Goldin's perspectives on the extraordinary transformation occurring globally and the most pressing challenges of the 21st Century. His observations will include how key drivers of change such as technology, demographics and globalization will shape the next 25 years.

Goldin has been knighted by

the Government of France and nominated Global Leader of Tomorrow by the **World Economic Forum**. He has extensive private sector experience, including as an independent non-executive director for a number of listed companies.

His non-profit engagements include as a trustee of **Comic Relief**, the **Overseas Development Institute** and other charities.

He is the author of 19 books,

including his most recent works, *The Butterfly Defect: How globalization creates systemic risks and what to do about it* and *Is the Planet Full?*

Join us for a thought-provoking discussion and fresh insights on the key issues that will shape our future, impact businesses of all sectors and create new leaders of tomorrow.

Registration for this event is now open at boardoftrade.com/events.



Professor Ian Goldin, Director, Oxford Martin School, University of Oxford

EVENTS CALENDAR UPDATE

See our full events calendar at boardoftrade.com/events

WEDNESDAY, JUNE 17, 2015

From Rights to Results: Forum discussing the new reality for Aboriginal relations presented by CN

7 a.m. – 12:30 p.m.

Bob Rae, Senior Partner, Olthuis Kleer Townshend; Chair, First Nations Limited Partnership

Chief Roger William, Chief, Xeni Gewt'in First Nation, and Vice Chairman of Tsilhqot'in National Government

SESSION 1:

Empowering First Nations through business partnerships

SESSION 2:

Perspectives on First Nations development

SESSION 3:

Collaboration between businesses and First Nations

SESSION 4:

The William Decision and its implications on B.C. business and First Nations

The Fairmont Waterfront — Waterfront Ballroom
900 Canada Place Way

Title Sponsor: CN

Supporting Sponsors: FortisBC, SFU Beedie School of Business, Teck, Vancity

Community Sponsors: Aquilini Investment Group, New Gold, TransMountain

Community Engagement Partner: Public Works and Government Services Canada

Media Partner: The Globe and Mail

MONDAY, JUNE 22, 2015

The World in 2050: Drivers of Change and Opportunity

11:30 a.m. – 2 p.m.

Professor Ian Goldin, Director, Oxford Martin School, University of Oxford

Hyatt Regency Vancouver — Regency Ballroom
655 Burrard Street

Presenting Sponsor: Port Metro Vancouver

TUESDAY, JUNE 23, 2015

Small Business Council Summer Social: Lawn Bowling

5 – 7 p.m.

Stanley Park Lawn Bowling Club
2099 Beach Avenue

WEDNESDAY, JUNE 24, 2015

United CPA: Why it's good for business

11:30 a.m. – 2 p.m.

Richard Rees, CPA, FCA, President & CEO, Chartered Professional Accountants of BC (CPABC)

The Honourable Andrew Wilkinson, Minister of Advanced Education, Province of British Columbia

The Fairmont Hotel Vancouver — Pacific Ballroom
900 West Georgia Street

FRIDAY, JUNE 26, 2015

The Vancouver Board of Trade's 128th AGM with RBC Chair, Kathleen Taylor

Business Portion

10 – 11:30 a.m.

Keynote Luncheon

11:30 a.m. – 2 p.m.

Accelerating Canadian competitiveness through leadership in diversity

Kathleen Taylor, Chair, Royal Bank of Canada

The Fairmont Hotel Vancouver
900 West Georgia Street

Presenting Sponsor: RBC Royal Bank

Community Sponsor: Port Metro Vancouver

TUESDAY, JUNE 30, 2015

Canadian Electricity Association: The Electricity Imperative

11:30 a.m. – 2 p.m.

The Honourable Sergio Marchi, President and Chief Executive Officer, Canadian Electricity Association

Four Seasons Hotel Vancouver — Park Ballroom
791 West Georgia Street

June is National
Electricity
Month!

The electricity imperative

CEA President to address VBOT as part of National Electricity Month

Join **The Vancouver Board of Trade** on June 30 as the Honourable **Sergio Marchi**, President and CEO of the **Canadian Electricity Association**, outlines some of the compelling challenges facing our nation's electricity industry.

Electricity powers our homes, offices, factories, institutions, and economy. But rarely do we give a second thought to the complex infrastructure that underpins the electricity system. We largely take electricity for granted — "out of site, out of mind." That attitude quickly changes when our lives are turned upside down due the results of something like an extreme wind storm.

We need to pay closer attention, and we need to do it now. The reality is, all over Canada governments have postponed the hard decisions and have underinvested in that infrastructure year after year, hoping to get by for just a little while longer. They, and regulators alike, worry about the costs of the investments and its impact on the price of electricity.

Cost of course is a legitimate concern. However, we must also shift the conversation to the value of electricity, since much of Canada's electricity infrastructure is near the end of its life cycle. It must be renewed, replaced, and modernized. This will require an investment of \$350 billion over the next 20 years, according to the **Conference Board of Canada**.



Sergio Marchi, President and CEO, Canadian Electricity Association

In his remarks, Marchi will outline why our country needs reliable electricity to grow and prosper, while discussing the consequences at stake if we don't reinvest today, to ensure our children have the same reliable system our parents built for us.

Marchi was appointed President and CEO of the CEA in February 2015. Prior to that role, he served as a Toronto city councillor, a federal MP, and a cabinet minister in three key portfolios: international trade, environment; and citizenship and immigration.

After voluntarily leaving the political arena in 1999, Marchi was appointed Canadian Ambassador to the **World Trade Organization** and the **United Nations** in Geneva, where he served for five years.

For more information on this event, or to purchase tickets, visit boardoftrade.com/events.

What speaker, topic or issue do you want explored? We'll look into it.

E-mail: dcrawford@boardoftrade.com

Register now at boardoftrade.com/events

Missed last month's **Sounding Board**?

Read past issues online at boardoftrade.com/soundingboard

Canada announces expansion of visa-free transit

Changes to China Transit Program to bring increased air service and jobs to B.C.

Vancouver International Airport (YVR) welcomed an announcement by the Honourable **Chris Alexander**, Canada's Citizenship and Immigration Minister, on May 19 to expand Canada's China Transit Program to include Tokyo and Seoul — and the federal government's commitment to look at expanding to further cities in China.

The China Transit Program allows Chinese nationals to transit through approved Canadian airports, like YVR, en route to the U.S. without needing a Canadian visa. The China Transit Program is currently available to passengers departing from Beijing, Guangzhou, Shanghai, Hong Kong, Manila and Taipei. The expansion now includes Chinese nationals departing from Tokyo and Seoul.

"This is huge step in the right direction for YVR, British Columbia and Canada. The expansion of the China Transit Program will make YVR more attractive to transiting travellers and ultimately increase YVR's air service and passenger growth," said **Craig Richmond**, President and CEO of Vancouver Airport Authority.



From left to right: David Goldstein, President and CEO, Canadian Tourism Commission; Gerry Bruno, VP of Government Affairs, YVR; Chris Alexander, Canada's Minister of Citizenship and Immigration; Craig Richmond, President and CEO, YVR; and Alice Wong, Canada's Minister of State for Seniors after Minister Alexander announced the expansion of the China Transit Program on May 19, which is set to bring increased air service and jobs to B.C. **Submitted photo**

"We will continue to work closely with Citizenship and Immigration Canada, Canadian Border Services Agency and our other industry partners to progressively expand visa-free transit to the U.S. and eventually between Asia and Latin America."

Expanding the program to other Chinese cities could generate an additional 50 flights a week between China and the Americas through Vancouver, resulting in an additional 2,800 jobs and \$167.5 million in GDP to the B.C. economy over the next five years.

"Our government is pleased to expand the China Transit Program in order to encourage more Chinese passengers who meet eligibility requirements to transit through Vancouver International and Toronto Pearson Airports," said Alexander.

"The expansion of this program means more traffic through these two major airports, more revenue for both our national and local economies and potential growth in new destination routes, jobs and business and tourism connections."

The announcement was met with support from the Government of British Columbia, given the important role tourism plays in B.C.'s economy.

"Tourism in B.C. is booming and accounts for 4 per cent of the province's total GDP," said **Naomi Yamamoto**, B.C.'s Minister of State for Tourism and Small Business. "In 2014 we saw overnight entries from China alone up 26.2 per cent compared to 2013. Ongoing expansion of visa-free transiting programs improves air access for our tourism industry as well as secures flights between YVR and emerging tourism markets in Asia."

There are more than 19,200 tourism-related businesses in B.C., and more than 17,000 (almost 93 per cent) are small businesses. In 2013, the tourism sector employed 132,200 British Columbians, or one in every 15 jobs in B.C.

FortisBC awards celebrate energy conservation in business

BY SARAH SMITH

Retirement Concepts came out on top for efficiency in a commercial project at **FortisBC's** recent Efficiency in Action awards. The company won an Efficiency in Action award for upgrading 17 boilers to 90 per cent-efficient condensing models with help from a \$120,000 incentive from FortisBC.

Our bi-annual Efficiency in Action awards provides an opportunity for us at FortisBC to acknowledge the hard work of our partners in sustainability. Accolades were given for exceptional energy savings in residential developments, as well as commercial and industrial initiatives.

When Retirement Concepts made the switch, they saw results. They estimate savings of 500 gigajoules of natural gas per year, which is enough to heat approximately eight Lower Mainland homes for a year. More importantly, it helped keep their residents as cosy as possible — as the new boilers heat their domestic hot water much faster and have the capacity to always meet hot water demand.

In our foodservice category, **White Spot** was the winner. Across B.C. and Alberta, White Spot has shown its dedication to the environment. The

company has upgraded to LED lights in all their restaurants and dishes are washed with low-flow spray nozzles. To increase energy savings even further, many restaurants upgraded to high-efficiency fryers and ovens, receiving more than \$27,000 in incentives from FortisBC's Efficiency a la Carte program.

Quadra Homes' new Yorkson Creek development in Langley took away the prize for energy efficient large multi-family project. The complex was specifically designed to be high-efficiency, which will make it easy for homeowners to save energy and keep their utility bills low. The more than 300 three- and four-bedroom townhomes are equipped with top of the line energy-saving products, such as on-demand water heaters and high-efficiency gas furnaces. As a result, all units reached a coveted ENERguide rating of more than 80.

FortisBC is committed to working with our customers to help them save energy and adopt innovative, energy efficient technology. For our business customers, this reduces operating costs and shrinks their environmental footprint.

For a full list of the winners, and to find out how to take advantage of FortisBC's rebate programs, visit fortisbc.com/commercialawards.



Sarah Smith, Director of Energy Efficiency and Conservation, FortisBC

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SOUNDING BOARD

PUBLISHER: Business in Vancouver Media Group

EDITOR: Greg Hoekstra, 604-640-5450

AD SALES: Katharine Wilson, 604-608-5118

As the official publication of The Vancouver Board of Trade, the *Sounding Board* newspaper 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 12 times per year by Business in Vancouver Media Group in partnership with The 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 VANCOUVER BOARD OF TRADE

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

OUR MISSION STATEMENT

The 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.

PUBLICATIONS MAIL AGREEMENT No. 40011551

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| President and CEO | Iain Black The Vancouver Board of Trade |

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The view from here

BY JANET AUSTIN

*"Coming together is a beginning.
Keeping together is progress.
Working together is success."*

– Henry Ford

Teamwork. It's a word that generates a great deal of discussion in business circles.

Everyone wants to know what the secret is to building a successful team. How do you attract the best team members? How do you motivate those individuals to perform? How do you foster a collaborative environment?

The past year has been a rather unique experience for me, because I've had the opportunity to work closely with not one, but *three* high-functioning teams.

The first, of course, is the dedicated team at **YWCA Metro Vancouver**, where I serve as the CEO. The second is the team of 35 senior business leaders who join me on **The Vancouver Board of Trade's** board of directors. The third is The Vancouver Board of Trade's staff, who bring to life the speaker events, public policy initiatives, and Member programs that make this organization unlike any other chamber of commerce in North America.

So, what's the common denominator between those three very different groups of people? What makes them all exceptional in their own ways?

The answer is passion, pride in a job well done, and a deep-rooted belief that their work is helping to build a stronger, healthier, more vibrant community.

In many cases, I find that's what motivates teams the most. It's seeing the fruits of their labour and knowing that their hard work has helped to make a difference.

A final thank-you

Given that this is my final message as Chair, I'd like to begin with one last thank-you to The Vancouver Board of Trade's staff, and in particular, President and CEO **Iain Black**. Working alongside Iain for the past 12 months has allowed me to witness firsthand the unwavering commitment he has to this organization.

Since taking on the role of CEO in October 2011, Iain has proven himself to be the right person for the job time and time again. He's motivated, analytical, and above all else, curious. It's that curiosity that has driven him to really delve into this organization over the past three-and-a-

half years and ask the question, "How can we most benefit our Members?"

Iain's enthusiasm has also proved to be infectious amongst the rest of the staff. During my year as Chair, I've been so impressed by team we have in place and their consistent "can-do" attitude. This is a small group that, through teamwork, helped organize and execute 142 events in our last fiscal year with more than *23,000 attendees!* We often boast about being the most active business organization in Western Canada, but in fact, as far as we can tell no other business organization anywhere in the country has as many events and activities for its Members as we do – including our provincial and national counterparts.

We're also fortunate to be guided by such a skilled and diverse group of executives on our board, which includes three dozen of the most talented business leaders in Greater Vancouver who volunteer their time to oversee our operations.

At the core of this group is the Executive Committee, who I've spent many hours working with over the past 12 months and have learned a great deal from. This includes incoming Chair **Tim Manning**, along with **Robin Hemmingsen, George Cadman, Jon Schubert, Robin Silvester, Elio Luongo, John Nightingale, Tracey McVicar, and Elise Rees.**

The rear-view mirror

As my term as Chair draws to a close, a number of people have started asking me what I'm most proud of. To be honest, I'm not sure there is any one moment or event that stands out as the pinnacle of my term. Instead, I like to think of the past year as a steady and consistent climb, with rewarding vistas along the way.

I'm happy to report that we have put another solid financial year on the books, which has allowed us to further build up the cash reserves of our organization. Looking ahead, we are now working on an investment plan to shelter us from any future economic storms. This will help ensure that we're around for another 128 years — and that we can advocate strongly on behalf of Greater Vancouver's business community even in times of economic strife, when arguably our Members will need us the most.

I also think it's worth highlighting the countless hours of



Janet Austin, 2014-15 Chair,
The Vancouver Board of Trade

hard work that our organization poured into the **Better Transit and Transportation Coalition**. Although we won't know the results of the vote for another few weeks, I'd like to say that our board of directors is very proud that The Vancouver Board of Trade took such a public stand to encourage investment in the long-term health of our region. Regardless of the outcome, that's the kind of leadership and advocacy that our Members expect from us. (Read Iain Black's reflections on the referendum on page 5).

From a personal standpoint, I'm also very proud of the work of our **Women's Leadership Circle** over the past 12 months, led by current Chair **Jill Schnarr**. As you'll read in Jill's article on page 11, our organization played a pivotal role in the creation of a new Action Plan that was submitted to government last month, which will help increase the economic contribution of women across B.C.

We have become a strong voice for diversity and inclusion in the business community, which is a topic I'm passionate about. What's more, I know that my successor, Tim Manning, plans to build on that work in 2015-16 and ensure that The Vancouver Board of Trade is an organization that models that in everything that we do.

I hope you'll join us on June 26 for our 128th Annual General Meeting, where a very special announcement will be made by Tim on this very topic, followed by remarks from **RBC Chair Kathleen Taylor** — the first female Chair of a major Canadian bank — on how leadership and diversity can accelerate Canadian competitiveness. Registration is now open at boardoftrade.com/AGM — hope to see you there!

Janet Austin is 2014-15 Chair of The Vancouver Board of Trade. She also serves as CEO of YWCA Metro Vancouver.

Iain Black talks transportation referendum

Since December 2014, **The Vancouver Board of Trade's** President and CEO **Iain Black** has served as one of four co-chairs of the broadest, most diverse collections of organizations in B.C.'s history: the **Better Transit and Transportation Coalition**.



Iain Black, President and CEO, The Vancouver Board of Trade

His fellow co-chairs included the CEO of the **David Suzuki Foundation**, the B.C. head of **Unifor** (the largest private sector union in Canada) and a VP from **UBC's Alma Mater Society**. Together they formed and jointly lead a unique and unprecedented coalition with a single and highly complex objective: to secure a "YES" vote in the referendum regarding increasing PST within the region by half a percentage point in order to fund a fundamental expansion of transit and transportation services articulated by mayors of the region.

With the voting period now over and no result known at press time, he reflected on some key questions from the experience and the impact of the vote result.

Q: Given we are often on opposite sides of issues with some of the groups represented by the other co-chairs, how well did the coalition work together?

Remarkably well, actually. We kept things as transparent and open as possible, which let us identify areas of concern early, so they didn't become areas of conflict. We had to learn some nuances as to how to work together, certainly, but having a common objective is a powerful way of bringing people together in a focused and passionate manner. My sincere respect for our co-chairs and central team is very high and I believe these new relationships will improve dialogue and help tone down rhetoric on other important issues where we don't agree.

Q: What was the coalition's basic strategy?

Our campaign was very separate from the Mayors' Campaign. They had a budget of several million dollars to work with, while we had to raise money in a hand-to-mouth manner within the membership of the coalition. Our campaign was in support of (but independent from) the Mayors' campaign, essentially supporting their larger efforts with targeted efforts to our respective constituencies (in The Vancouver Board of Trade's case, by reaching out directly to Members via email, *Sounding Board*, etc.). We also made a point to wherever possible illustrate the diversity of the membership of the coalition by using different spokespeople, etc.

Q: What were some of the surprises?

How quickly the coalition formed and got off the ground. While we didn't know what we were working with (re: the question and taxation method) until mid-December, we subsequently accomplished more in the following six weeks to get organized and focused than a traditional election campaign does in six months.

Q: Was it tough to draw up a campaign plan for this effort?

The biggest challenge is the mindset of our citizens. Culturally, as Canadians, we historically don't engage on an issue by issue basis to decide public policy, and when faced with a referendum most often use them as instruments of "protest", not instruments of "progress". So, from the outset, we have been trying to take our citizens out of their conceptual comfort zone. This is unlike, say, California, where large infrastructure projects (like the Mayors' Plan) are quite commonly voted on – though with a two-year window before a balloting period (vs. 75 days), and with \$2 million of privately-raised money (vs. a small fraction of that).

Q: Is there an obvious lesson to be learned from this?

Most certainly. It is clear from the dozens of conversations we had during the campaign that there is a need for a regional business voice. There were so many great, strong voices from our business community throughout Metro Vancouver during this effort, but the organizational overlap was obvious both in terms of geography and industry, and there was no obvious regional voice. With only 45-50 per cent of

The Vancouver Board of Trade's Membership residing in the City of Vancouver, itself, we have to reflect and engage with our Members and sponsors as to how to best represent them should another opportunity like this arise.

Q: What will happen to the BTTC (the coalition) now?

It's clear that no matter the outcome there is a need to continue the dialogue on transit and transportation, and that there is a benefit from doing so from a multi-disciplined standpoint. We will almost certainly keep the entity intact, and will probably meet over the summer to determine any changes to our format or leadership to reflect a revised, go-forward focus.

Q: Do you have any regrets about involving the Board of Trade in the referendum?

None whatsoever. We have been helping lead conversations about transportation since our inception in 1887. Wherever we go from here, and regardless of the referendum results, our Members can be confident that if there is a significant conversation about transit and transportation in Metro Vancouver, that The Vancouver Board of Trade will be at the table.



FROM RIGHTS TO RESULTS: Forum discussing the new reality for Aboriginal relations

Wednesday, June 17, 2015 | 7:00 a.m. – 12:30 p.m.
The Fairmont Waterfront, 900 Canada Place Way



The Vancouver Board of Trade's fifth annual Aboriginal Opportunities Forum will emphasize and explore the critical relationship between aboriginal issues and economic development in B.C., in a current context, taking into account the William Decision.

More than ever, businesses today need to partner with First Nations groups in order to realize the full potential for economic growth.

To help facilitate the conversation, and improve aboriginal relationships with the business community, the 2015 Aboriginal Opportunities Forum will focus on helping businesses understand the complex rights and opportunities surrounding First Nations territory, featuring some of the top experts on the subject from government, aboriginal, and business backgrounds.



| | |
|---|---|
| <p>SESSION 1 Empowering First Nations through business partnerships</p> | <p>SESSION 2 Perspectives on First Nations development</p> |
| <p>SESSION 3 Collaboration between businesses and First Nations</p> | <p>SESSION 4 The William Decision and its implications on B.C. business and First Nations</p> |

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The art and science of effective decision making

BY ROSS ROXBURGH

The pace of change in British Columbia is palpable, now forecast to lead provincial economies with lower unemployment and continued steady growth. But growth and change carry both opportunities and risks. How can B.C.'s business leaders ensure they are making the right decisions that will generate lasting prosperity?

Leadership today is more important than ever, as uncertainty and change become the only certainties. Leaders are challenged to position their organizations for success in what has been described by author and social scientist **Bob Johansen** as a "VUCA" world (filled with volatility, uncertainty, complexity and ambiguity).

While much is unknown and flux and shift become the new norm, one thing remains central to the leader's role: decisions must often be made with incomplete data and only partial information.

Over the years, **Discovery Learning Inc.** has been a central source for evidence based thinking and decision making. The



Ross Roxburgh, Executive Director, The Niagara Institute

hallmarks of their approach are the two primary pillars: first, who is responsible for making the decision; and second, whether the decision will be a shared one or not, based on the degree to which the leaders consult and where the ultimate accountability lies.

Based on their model, decision styles are displayed along a continuum, at one end the leader relies on his or her judgement, based on an understanding of the situation, confidence in having all of the information

and no need to consult. The next three decision making approaches each have the leader retain the right and intention to make the decision; what changes is the degree at each level to which the leader seeks input, from one or several individuals, time spent exploring suggestions, reviewing possibilities, building on ideas and developing a consensus while still making the final decision. In the fifth approach, the decision is made with all key stakeholders through a consensus-building process.

Therefore, the decision regarding how to make a decision becomes key.

While the model is a useful one, leaders are also choosing to integrate the model with other approaches in order to develop a broader range of options when challenged with making critical decisions. One of the fastest emerging sources of such support is professional coaches.

Our experience has shown that over the past few years, insightful leaders are utilizing coaching expertise to ensure that their approach to making important decisions is as in-

formed as it can be. So what is it that the coach can provide, while being respectful of the leader's clear accountability for decision making?

Recent research by the **Conference Board of Canada** highlights several key points related to coaching in North American organizations. One of the most important is that coaching is increasingly being used by leaders to improve decision making skills, delegation, focus and stress reduction, as well as to develop a broad range of business skills and competencies.

Equally important is that clear results can be linked directly to successful coaching relationships.

So, how might business leaders integrate coaching into their approach to decision making? Or, stated differently, where might their decisions be strengthened and include overall impact on the organization? Again, Conference Board of Canada research reveals some of the areas in which leaders can thoughtfully integrate coaching, including:

Better management of approaches to complex issues

where multiple generations are involved;

Improved ability by the organization to work more effectively at the individual, team, unit or division and organization level;

Conscious effort to ensure that culture change becomes part of the organization mindset; and

A more agile and resilient organization as other leaders position and manage the required changes.

These ideas are intended to promote further thinking and are in no way either complete or prescriptive. The Conference Board of Canada's Niagara Institute offers programs that enhance the quality of leadership in public and private sector organizations, as well as custom and advisory services, and executive coaching.

For more information on the Niagara Institute, visit niagara-institute.com. For references and further reading, visit discoverylearning.com.

Ross Roxburgh is Executive Director of The Niagara Institute, a not-for-profit foundation and division of the Conference Board of Canada.



The Vancouver Board of Trade

The World in 2050: Drivers of Change and Opportunity

Monday, June 22, 2015 | 11:30 a.m. – 2 p.m.

Hyatt Regency Vancouver, 655 Burrard Street, Vancouver



Professor Ian Goldin

Director, Oxford Martin School, University of Oxford

The Vancouver Board of Trade is pleased to be hosting global futurist, Ian Goldin, Director, Oxford Martin School at the University of Oxford. Professor Goldin will share his perspectives on the extraordinary transformation occurring globally and the most pressing challenges of the 21st Century. His observations will include how key drivers of change such as technology, demographics and globalization will shape the next 25 years.

Join us for fresh insights on the key issues that will shape our future, impact businesses of all sectors and create new leaders of tomorrow.

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The Vancouver Board of Trade

The Vancouver Board of Trade's 128th AGM with RBC Chair, Kathleen Taylor

Friday, June 26, 2015 | The Fairmont Hotel Vancouver

Business Portion: 10:30 – 11:30 a.m. | Lunch and Keynote 11:30 a.m. – 2 p.m.



Accelerating Canadian competitiveness through leadership in diversity

Kathleen Taylor, Chair, Royal Bank of Canada

There is consensus amongst business leaders, governments and regulators as to the critical role of diversity of thought and perspective plays in enhancing board effectiveness. Diversity helps drive better decision-making, succession planning, and ultimately, strengthens innovation and competitiveness.

Join RBC Board Chair Kathleen Taylor as she addresses this topic, drawing on stories and insight from her leadership journey as President and CEO of Four Seasons Hotels and Resorts, and as Chair of Canada's largest bank.

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Navigating B.C.'s social innovation landscape

Small Business Council hosts panel discussion on the rise of social enterprise

BY ANTHONY TAYLOR

On May 21, the **Small Business Council** hosted a panel discussion on social innovation as part of B.C. Social Enterprise Month.

The discussion featured the Honourable **Michelle Stilwell**, B.C.'s Minister of Social Development and Innovation, alongside **Meriko Kubota**, Director of Strategic Partnerships at **TELUS**, **David LePage**, Principal at **Accelerating Social Impact CCC**, and **Janet Austin**, CEO of **YWCA Metro Vancouver** and 2014-15 Chair of **The Vancouver Board of Trade**.

To kick off the event, Minister Stilwell began by giving an overview of the landscape of social innovation in B.C., sharing the province's vision for moving social innovation forward.

"Business has transformed our world, and now our world is transforming business," said Stilwell. "More and more people are thinking about how and where

they spend their money. People want to make purchases that make a difference. As a result, the transaction between business and its customers is taking a new form. We see investors starting to think the same way. Organizations and individuals are interested in investments that generate both a financial and social return."

Stilwell added that the Province is committed to working with other governments, non-profits and the business community to drive the social enterprise section forward. "This will allow B.C. communities to tap into this emerging investment market and create stronger, more diversified economies."

Following her remarks, Stilwell was joined on stage by a panel of representatives from both for-profit and non-for-profit organizations, who were able to share diverse points of view on how to best integrate social and community impact into business practices.

For example, for those running



The Vancouver Board of Trade's Small Business Council hosted a panel discussion on May 21 as part of B.C. Social Enterprise Month. **Photos by Vision Event Photography**



B.C.'s Minister of Social Development and Innovation, Michelle Stilwell.

for-profit ventures, the key to creating initiatives as part of your corporate social responsibility platform (CSR) means that CSR has to be part of your core values, not just lip service. This can be achieved internally, or through partnerships with other organizations that align with your core business (which is the approach that TELUS takes, according to Kubota).

On the not-for-profit side, it

was interesting to hear that many organizations are beginning to update their business models, in order to generate more revenue while simultaneously creating greater impact on the community.

For example, Austin noted that the local YWCA generates \$4 million in revenue annually through their hotel. In addition, they also offer rooms at the hotel for those in town for medical

reasons, and for a host of other reasons that have a positive impact on the local community.

To learn more about B.C.'s social innovation and social enterprise sector, visit hubcapbc.ca. To learn more about the Small Business Council, visit boardoftrade.com/SBC.

Anthony Taylor is Chair of the Small Business Council's events subcommittee.



The Vancouver Board of Trade's Golf Classic

Thursday, September 17, 2015 | University Golf Club, UBC

Tee off with some of Vancouver's most influential business leaders with 18 holes of spectacular golf along with fun, interactive games and events.

Cap the day off with a banquet and awards ceremony to reward the best golfers of the day and for those that gave it their all.

Learn more and register to play at boardoftrade.com/golf2015

On Course Activities:

- Food Stations • Pro Takes Shot • Longest Drive Contests
- Closest to the Pin Contests • Straightest Drive ... and more!



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Team Carts Sponsor:



Refreshment Cart Sponsor:



Media Partner:



Community Engagement:





Around the Board

Photo highlights from recent events and activities

Clockwise from top left: 1) Claude Mongeau, President and CEO of CN, delivers a passionate keynote address at The Vancouver Board of Trade on May 14, entitled 'Investment and Innovation at CN: a True Backbone of the Economy.' *Photo by Matt Borck* **2)** Janet Austin, 2014-15 Chair of The Vancouver Board of Trade (left) leads an audience Q&A session with Karina Briño, President and CEO of the Mining Association of British Columbia, following her annual Mining Week address on May 5. *Photo by Matt Borck* **3)** Andrew Petter, President and Vice-Chancellor of Simon Fraser University, gives his fifth annual address to Greater Vancouver's business community at The Vancouver Board of Trade on April 28. *Photo by Matt Borck* **4)** Dennis Thomas of the Tsilhqot'in Nation

gives a traditional First Nations welcome to kick off VBOT's inaugural Clean Energy Investments Forum on May 20, presented in partnership with Clean Energy BC. *Photo by Tyson Jerry* **5)** Jessica McDonald, President and CEO of BC Hydro, takes part in a panel discussion on 'B.C.'s Clean Energy Future' on May 20. *Photo by Tyson Jerry* **6)** A CBC Television camera zooms in on the Honourable Bill Bennett, B.C.'s Minister of Energy and Mines and Minister Responsible for Core Review, during one of three panel discussions at Clean Energy Forum 2015. *Photo by Tyson Jerry* **7)** Peter Hall, Vice-President and Chief Economist of Export Development Canada, shares his outlook for B.C.'s economy during his annual 'Let's Talk Exports' cross-country tour. *Photo by Tyson Jerry*





Annual 'Weekend of Service' hits new heights

CYP and LOT programs join forces to raise a whopping \$57,000 for charity

BY YUMI MOONEY

Twenty members of the **Company of Young Professionals** trekked out to Everett Crowley Park on April 25 with a sole purpose in mind — to help the local community plant 1,000 trees in celebration of Earth Day.

The Earth Day Celebration is an annual event organized by the Everett Crowley Park Committee. Our CYP team met just prior to lunch at our designated meeting area — in front of the coffee station, next to a man waving a Canadian flag on a hockey stick.

We courteously shook hands and talked shop before being led to our first planting site, where we were asked to plant trees and shrubs in the designated areas. Shovels in hand, we were off.

The most amazing thing about an event like this is seeing CYP members, minutes before shaking hands and learning names, naturally gravitating

toward working together to dig holes and plant trees. People started planting on their own, but as the afternoon progressed we noticed everyone working together.

By the end of the afternoon, our team planted some forty-plus trees — not a thousand. After all, we had to leave a few trees for the rest of the volunteers! We left Everett Crowley Park muddy, tired, and expecting achy muscles on Sunday. But we also left feeling incredibly satisfied knowing that we had done something great for our local environment.

Weekend of Service

The Vancouver Board of Trade's Company of Young Professionals (CYP) and Leaders of Tomorrow (LOT) programs had a busy 2015 Weekend of Service. In addition to our tree planting efforts, a joint team participated in the Bowl for Big Brothers fun-

draiser on April 25, raising a total of \$2,307.

On April 26, LOT members also raised an astounding \$55,000 for the **Canadian Cancer Society** and helped draw almost 500 participants for the first ever Daffodil Dash. We look forward to bringing this exciting event to an even bigger audience next year.

The CYP and LOT Community Outreach Committees organize volunteer events throughout the year. If you would like more information on getting involved with community engagement initiatives through the Leaders of Tomorrow or the Company of Young Professionals programs, please contact us at programs@boardoftrade.com.

Yumi Mooney is a Supply Chain Performance Coordinator at Port Metro Vancouver and a Member of The Vancouver Board of Trade's Company of Young Professionals.



Members of The Vancouver Board of Trade's Company of Young Professionals and Leaders of Tomorrow programs gave back to the community last month, taking part in Bowl for Big Brothers (top left) Earth Day tree planting (top right) and the Canadian Cancer Society's Daffodil Dash (below).



Thank you sponsors!

For your generous contributions throughout May



Without your support, our events would not be possible



CYP
THE COMPANY OF YOUNG
PROFESSIONALS®

Innovation the focus of 7th annual Leadership Forum

BY AMANDA GROCHOWICH

The Company of Young Professionals (CYP) program hosted its seventh annual Leadership Forum on May 12 — a marquee event featuring networking, a panel discussion with business and community leaders, and the presentation of the 2015 CYP Engaged Leadership Certificates.

This year's panel discussion featured a number of accomplished speakers, who were invited to share career tips and lessons on innovation.

Igor Faletsky, CEO of **Mobify**, shared his experience with starting a company in Vancouver and offered a few recommendations, including the need to look for something small but exciting that will let you ride a wave over the next 10 years, the need to have a good team from the get go, and, most importantly, the need to never give up.

Juggy Sihota, Vice President of Customer Experience Strategy and Operations at **TELUS Health**, described how TELUS is tackling



a national challenge – improving the provision of efficient yet cost-effective health-care services.

Sihota highlighted how the innovations of tomorrow will come through trying to solve the everyday challenges of today. She also noted that TELUS Health has started the process by investing in electronic medical records technology and home health monitoring for patients living with certain chronic diseases.

Tracey Renzullo, Marketing Faculty with the **BCIT School of Business**, focussed on the importance of self-innovation. She said the first step is to pick your

passion – identify what you want to be known for and stay current on the latest tools and trends. Renzullo also offered a few tricks on how to stay current, including a number of social media tools that can help one keep up with the huge amount of content being generated every day.

The annual Leadership Forum also honours recipients of the Engaged Leadership Certificate – a three-year program that recognizes CYP members who have achieved specific milestones in leadership, networking, development and volunteerism.

Congratulations to the 2015



recipients of the CYP Engaged Leadership Certificate:

- **Frederick C Bantados** – Senior Manager, TIO Networks Corp.
- **Daniel Binng** – Merchandiser, C.B. Constantini Ltd.
- **Erin Brown** – Marketing Educator, Unbounce
- **Emily Chan** – Applications Consultant, Oracle Primavera P6
- **Renee Chau** – IT Project Manager, TELUS
- **Vanessa Connolly** – Government Relations and Public Affairs Manager, FortisBC
- **David Dryden** – Consultant, Investors Group
- **Fred Haiderzada** – Project

- **Kyle Krystalowich** – IT Risk and Assurance, EY
- **Carolyn Price** – Marketing Coordinator, Aquatic Informatics
- **Taralynn Reburn** – Senior Manager, Premium Sales, Canucks Sports & Entertainment
- **Marcin Samiec** – Technology Manager, Fresh Tracks Canada
- **Lydia Tay** – Senior Associate, Boyden Global Executive Search
- **Scott Tully** – Power Systems Engineer, BBA
- **April Yau** – Account Manager, 6S Marketing
- **Terence Yee** – Suit Specialist, Topman at Hudson's Bay



The Vancouver
Board of Trade

Welcome to some of our newest members

Companies

Arcadis Canada Inc.
Nick Dayal
arcadis.com

CARE Canada
Christine Parsons
care.ca

Chalten Fee-Only Advisors Ltd.
Alexa Bodel
chaltenadvisors.com

Dang and Company, CGA
Randy Dang

David Aplin Group
Jacqueline Gallagher
aplin.com

Downtown Vancouver Association
Herman Mah

EMED International Medical Ltd.
Joyce Chang
emedcanada.com

Globe Financial Services
Tracy Law

HomeSkor Inc.
Jeffery Murdock
homeskor.com

ILSC Education Group
Anin Setyo
ilsc.com

Kidcouver
Marla Brock
kidcouver.com

Macdonald's Home Health Care
Patrick Zuccaro
macdonaldshhc.com

Nespresso Canada - Swica
Marco Herrmann
swica.ca

Octaform Systems Inc.
Dave Richardson

Pacific NorthWest LNG
Tessa Gill
pacificnorthwestlng.com

Positive Living Society of BC
Dena Ellery

Prince Rupert Port Authority
Shaun Stevenson

Push Operations
Ronnie Villanueva

Remax Masters Realty
Teresa De Cotiis
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Sandbox West
Jonathan Bauer
sandboxwest.ca

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Nil Singh
era.ca

Individuals

Zach Martin

Alice Chen

Damon Akhavan

Jozsef Kiss

Todd Stone

Chris Mills

Chris Ho

Catherine Ryczkiewicz

Julia Rasotto

Adrienne Bartlett

Qiang Han

Amanda Collinge

Leadership loves company



WOMEN'S
LEADERSHIP
CIRCLE®

New Action Plan makes waves across B.C.

WLC proud to partner with WEB Alliance on landmark report released last month

BY JILL SCHNARR

Last month, the **Women's Leadership Circle** celebrated the release of a new milestone report, *Women as a Catalyst for Growth: A B.C. Action Plan*, which identifies key barriers and solutions to increasing the economic impact of women across the province.

The report was prepared by the **WEB Alliance**, following an unprecedented collaboration with **The Vancouver Board of Trade** last fall to present a full-day working forum that featured remarks from high-profile politicians such as B.C.'s Minister of Tourism and Small Business **Naomi Yamamoto**, B.C.'s Minister of Jobs, Tourism and Skills Training **Shirley Bond**, Canada's Minister of Labour and Minister for the Status of Women **Dr. Kellie Leitch**, and Premier of British Columbia **Christy Clark**.

During that sold-out event, attendees (including many members of the Women's Leadership Circle) participated in small facilitated group discussions. The feedback gathered during those discussions was then incorporated into the Action Plan that was released on May 6, 2015.

The power of collaboration

This Action Plan represents an incredible collaboration of people and organizations from across British Columbia who aim to grow the economic impact of women in this province.

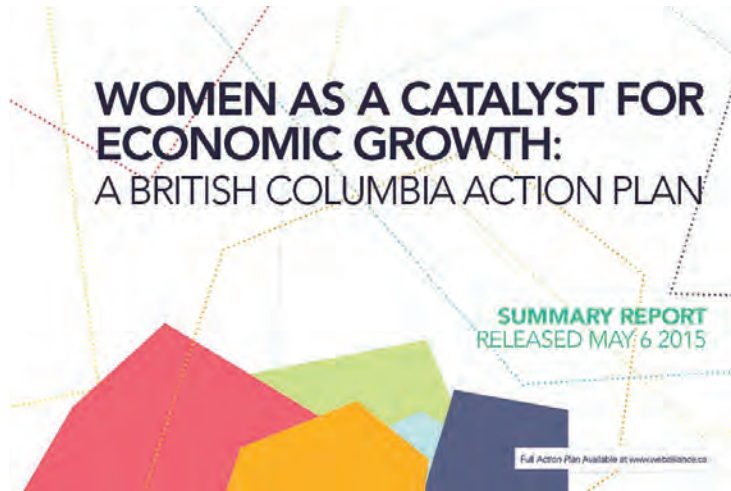


Jill Schnarr, Chair, WLC

The plan outlines key steps that government, businesses, and individuals can take to enhance opportunities for women, beginning today. The impact comes from every organization and individual taking action now.

The Vancouver Board of Trade has been collaborating with the WEB Alliance over the last 18 months to help bring this report to fruition, and we're exceptionally proud to have played a role in moving the dial forward on this issue, which is essential for our continued economic prosperity.

During our October 2014 forum, more than 400 community leaders and influencers from across the province came together to generate ideas and actionable recommendations for change. The focus was on three areas: growing the number of women in senior leadership



Want to become a Change Champion? Download the Action Plan at boardoftrade.com.

positions, growing the number of women entrepreneurs, and growing the number of women in non-traditional jobs and emerging sectors.

Key recommendations from the report

As the report demonstrates, a number of common recommendations surfaced during our working forum. Those include the importance of promoting and supporting diversity policies and practices in organizations, the positive impact that champions can have on career advancement for women, the need to foster positive and affirming mindsets in women, the need for early education to sustain cultural change, and the importance of involving men in this conversation.

Below are five key recommendations that can be implemented

by government, industry, and individuals alike:

- 1) We need to advocate for diversity, which includes policies to support flexibility for all British Columbians towards better work-life effectiveness.
- 2) We need to champion women, to help them realize their full potential by identifying opportunities they may not see for themselves. In addition, we need to recognize and acknowledge these champions.
- 3) We need to foster positive and self-affirming mindsets among women, both as employees and as entrepreneurs.
- 4) We need to incorporate a diversity focus starting in early education, this is essential in order to sustain a cultural change.
- 5) We need to engage men as active participants and critical partners in this important action.

How to get involved

So, what's the next step?

You can start by downloading the Summary Report or the full Action Plan from the news section at boardoftrade.com. We encourage you to share this report with your friends and colleagues, in order to help advance the number of women in leadership positions.

Want to take it even further?

You can also become a Change Champion by taking the WLC's Leadership Challenge—a short five-minute survey available at boardoftrade.com, which will help you discover how you can apply report recommendations within your own company.

What's more, all survey participants will be entered to win free tickets to hear **RBC Chair Kathleen Taylor** speak at The Vancouver Board of Trade's 128th AGM on June 26!

And finally, be sure to save the date of Oct. 23, 2015, for the return of the next B.C. Economic Forum, presented by **Deloitte**. We're excited to announce the follow-up to this successful forum. Watch for more details to be rolled out in the coming months!

Jill Schnarr is Vice-President of Community Affairs at TELUS and Chair of The Vancouver Board of Trade's Women's Leadership Circle. For more information on the program, visit boardoftrade.com/WLC.

Snapshots from the Morning Leader speaker series



Event attendees look on during the May 27 Morning Leader panel discussion, which focused on the parallels between building a strong sports team and a strong business team. For more photos from this event, visit facebook.com/vancouverboardoftrade. **Photos by Tyson Jerry**



From left to right: Alex Trisoglio, Leadership Faculty and Coach, THINK School of Creative; Donna Wilson, SVP, People, LifeLabs Medical Laboratory Services; Janet Austin, CEO, YWCA Metro Vancouver; and Jim Murphy, Former Professional Baseball Player and Olympic Coach.



WLC Chair Jill Schnarr (left) is presented with an honorary Wendy McDonald Award by Vice-Chair Fiona Douglas-Crampton (right), in recognition of Schnarr's volunteerism and dedication to growing The Vancouver Board of Trade's Women's Leadership Circle program.



CYP
COMPANY OF YOUNG
PROFESSIONALS

The Company of Young Professionals (CYP) is a leadership development program that engages young professionals under the age of 35. CYP is a vibrant network for emerging leaders to acquire the skills to advance their careers now. The program is based on the foundations of [Leadership](#), [Networking](#), [Innovation](#) and [Volunteerism](#).

Leadership

Meet and learn from industry leading executives to develop your personal leadership style.



Networking

Access more than 100 Vancouver Board of Trade events annually and meet bright, likeminded individuals from across Greater Vancouver.



Innovation

Learn and apply creativity and innovation skills through our Peer Leadership Forums. Be inspired and entertained at our annual TED-inspired event!



Volunteerism

Share your expertise with an organization in need through leadership café events or give back to your charity of choice.



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