



SOUNDING BOARD



THE OFFICIAL PUBLICATION OF THE GREATER VANCOUVER BOARD OF TRADE AND ITS MEMBERS | MAY 2016 | VOLUME 56 / ISSUE 5 | BOARDOFTRADE.COM

Greater cooperation means a greater economy

SCORECARD | Later this month the Board of Trade will release an unprecedented body of work comparing the Greater Vancouver region to others across the globe

BY TIM MANNING

Regions are the new unit of economic organization, and the business community must play a key role in their development.

Cities and municipalities are increasingly becoming the most important players in our economy. Even the new federal government's platform has specially targeted cities as a vital level of economic planning and organization. However, it isn't necessarily the municipality that has created this new economic focus — it is the region.

Harvard professor and economist Michael Porter solidified this during his address to the Greater Vancouver Board of Trade on March 3, 2016. "The region now is the core unit of competitiveness," said Porter. "Not the city or the town or the



suburb or any other piece — it's the whole [region]."

Having many governments in a single metropolitan area naturally creates competition for limited resources. If municipalities compete without strategic cooperation, economic growth is limited and slow. However, if

cities choose to work together to leverage their unique economic traits across a region, their growth can be compounded, resulting in a robust regional economy.

Studies have shown that economic growth in urban centres and surrounding suburbs are

positively correlated. When all jurisdictions thrive, the region thrives, but even if only some jurisdictions struggle, the region struggles. Local governments in metropolitan areas need to work together to maximize benefits in our region.

To build upon Simon Sinek's idea in his 2014 book *Leaders Eat Last*, cooperation protects a region from the internal rivalries that can shatter an economy. When we have to protect ourselves from each other, the whole region suffers. When trust and cooperation thrive internally, we pull together and the region grows stronger as a result.

In places where regional economic development has been extraordinarily successful, cooperation has been led by the private sector.

For example, the Metro Denver Economic Development Corporation (MDEDC) was an

initiative that was started by economic development professionals and the private sector through the Denver Metro Chamber of Commerce. For over 25 years, the MDEDC has fostered cooperation between the various regional players to benefit the overall economy in the Metro Denver region.

This cooperative platform resulted in Denver becoming an increasingly competitive metropolitan area in the United States and was key to the expansion of the Denver International Airport, the sustainable funding of cultural institutions and even the development of their rapid transit network.

The key to the success that Denver found was in its code of conduct regarding economic development. In the Metro Denver region, all municipalities and

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Thank you, Janet!

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EMPLOYMENT | The benefits of hiring employees with disabilities

Former Walgreens exec discusses his innovative approach to hiring and innovation

Fostering diverse workplaces that include employees with disabilities can improve the capacity of B.C. businesses to compete in the global economy and ensure people with disabilities have the opportunity to contribute to the workforce and to the overall economic growth of the province. It also makes good business

sense, especially as our demand for talent increases across most industries and occupations in British Columbia. People with disabilities make up approximately 20 per cent of the population and they represent an important consumer market for businesses across the province. Randy Lewis sparked a leadership movement by asking these

challenging questions about hiring a workforce that nobody else would. On May 26, hear how he took the “dis” out of disability at Walgreens and elevated his organization from good to great, by hiring the most profitable workforce in the history of the company.

This event will also feature prominent and influential business leaders in B.C. who champion learning and employment opportunities for people with disabilities. They will share their perspectives on

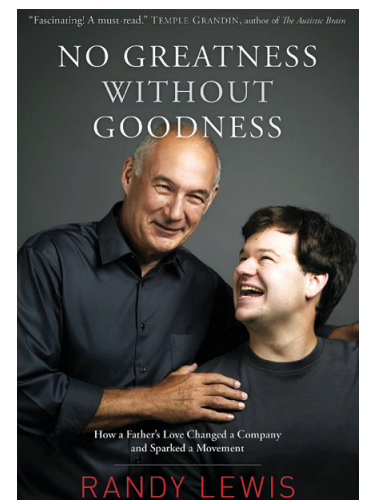
recruiting, hiring and retaining people with disabilities within their own organizations.

Lewis joined Walgreens in 1992 as a divisional vice president in logistics and planning. As senior vice president, he introduced an inclusive hiring model in Walgreens distribution centres that resulted in 10 per cent of its workforce being staffed by people with disabilities across the company – employees held to the same standards as those without disabilities.

The model Lewis pioneered increased profitability for the company and resulted in a more inclusive and engaged workforce.

His approach, recognized as the “gold standard of disability hiring,” sparked an innovative way to look at productivity, efficiency and opportunity for organizations world-wide.

Lewis has shared his story across the U.S., Canada and abroad of how steward leadership can improve performance of the company and benefit the community.



Randy Lewis will speak to the Board of Trade on May 26.

Drawing inspiration from his son Austin who has autism, Lewis has become a sought-after speaker and has received numerous awards for his volunteer work and advocacy. **SB**

To purchase tickets for this special presentation, visit boardoftrade.com/events.

Scorecard will help define regional economy

CONTINUED FROM PAGE 1

counties promote the region over their own jurisdictions. This code of conduct allows the jurisdictions within Metro Denver to compete with regions like Dallas, Hong Kong and Los Angeles instead of each other.

In Greater Vancouver, we are just beginning to scratch the surface of what it means to work as a region.

While a regional district system that brings together local governments has been in place since the 1960s, there is still limited cooperation that takes place outside of long established service agreements.

The municipalities in the Greater Vancouver region still act individually when lobbying provincial and federal governments and then compete internally for development instead of leveraging the successes of their neighbours. The municipalities of our region should act as a unified external voice, and work together internally, as we know we are capable of cooperation.

We saw a great regional effort during the 2010 Winter Olympics and Paralympic Games and the unprecedented agreement between the region's mayors in 2015 on the Mayors' Council Plan on regional transportation investments.

While these milestones add momentum to regional cooperation in Greater Vancouver, there is still much work to be done to maximize our regional economy.

On May 18, our organization will unveil the first-ever Greater Vancouver Economic Scorecard — an unprecedented body of work that has been two years in the making.

The Scorecard represents the most comprehensive analysis ever compiled on our region and its economy. Developed in conjunction with the Conference Board of Canada, the Scorecard is being lauded as our organization's most significant piece of policy work in 20 years.

The development of the Greater Vancouver Economic Scorecard is the first of many steps towards a system of regional cooperation to better understand our region.

It will define our regional economy and clearly outline the challenges and opportunities that we need to face together. **SB**

Tim Manning is 2015-16 Chair of the Greater Vancouver Board of Trade. He is also Regional Vice President of Commercial Financial Services for RBC Royal Bank.

Want to join us for our special Scorecard Launch on May 18? Visit boardoftrade.com/scorecard.

UPCOMING EVENTS

See our full events calendar at boardoftrade.com/events

TUESDAY, MAY 10, 2016

Mining for our Future

11:30 a.m. – 2 p.m.

Pan Pacific Vancouver
— Crystal Pavilion
999 Canada Place, Vancouver

Karina Briño

President and CEO,
Mining Association of B.C.

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Mining for Miracles in Support of
BC Children's Hospital Foundation

THURSDAY, MAY 12, 2016

Members' Reception: Edge Lounge

5 – 7 p.m.

The Edge Social Grill and Lounge
1100 Granville St.

TUESDAY, MAY 17, 2016

VIA Rail's Vision

The future for passenger rail in B.C. and plans for Dedicated Tracks

11:30 a.m. – 2 p.m.

Fairmont Hotel Vancouver
— Pacific Ballroom
900 West Georgia St., Vancouver

Yves Desjardins-Siciliano

President and Chief Executive
Officer, VIA Rail

WEDNESDAY, MAY 18, 2016

Networking Breakfast Series: Orientation and Roundtable

7 – 9 a.m.

Pinnacle Hotel Harbourfront
1133 West Hastings St., Vancouver

WEDNESDAY, MAY 18, 2016

Greater Vancouver Economic Scorecard 2016

11:30 a.m. – 2 p.m.

Pan Pacific Vancouver
— Crystal Pavilion
999 Canada Place, Vancouver

SPECIAL SPEAKER

Dr. Daniel Muzyka

President and CEO,
The Conference Board of Canada

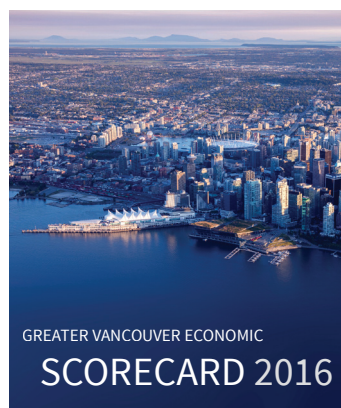
*Additional speakers to be
announced*

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WEDNESDAY, MAY 18, 2016

Illuminate Vancouver

Shedding light on the pressing challenges facing young professionals

5:30 – 8:30 p.m.

The Imperial Vancouver
319 Main St., Vancouver

Janet Austin

CEO, YWCA Metro Vancouver

Michael Geller

President, The Geller Group

Meredith Powell

Co-Founder, The Next Big Thing

MODERATOR

Farhan Mohamed

Editor-in-Chief, Vancity Buzz

Sponsor:

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WEDNESDAY, MAY 25, 2016

The Business Case for Social Innovation

7 – 9 a.m.

The Four Seasons Hotel
— Park Ballroom
791 West Georgia St., Vancouver

The Honourable Michelle Stilwell

Minister of Social Development &
Social Innovation

Lotte Davis

Chief Executive Officer, AG Hair

Arjan Stephens

Executive Vice President, Nature's
Path Foods

MODERATOR

Jane Cox

Principal, Cause+Effect

Sponsor:

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Is there a speaker you'd like to hear from or topic you'd like explored?

Make a suggestion at boardoftrade.com/suggest

Register now at boardoftrade.com/events

LEADERSHIP | 'Give back — it is good for the heart and soul'

Board of Trade Director Craig Hemer on disco dancing, Disneyland, and the evolution of his hometown Vancouver

Describe what you do in 10 words or less.

Recruiting senior executives to private, public and not-for-profit sector positions.

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

I was born and raised in Vancouver, B.C. Growing up in a village on the edge of a rainforest that evolved into a world-class city, I had the unique opportunity to be a part of and influence the growth and development of a community that shaped me personally and professionally.

What was your first job?

My first job was a paperboy for the *Vancouver Sun* being chased by neighbourhood dogs, followed by being a gas jockey at the Shell gas station at 41st and Granville.

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

Having being raised by single parent from the age of 11, I learned the importance of a strong work ethic, a commitment to your family, and the

value of a dollar. My mother stressed to all of her sons that a positive attitude can carry you far in this world.

Why did you join the Greater Vancouver Board of Trade?

The Greater Vancouver Board of Trade is a critical and influential business association in the Lower Mainland that our firm has been associated with for over 20 years. The impact that the Board of Trade has on not only the business community, but on our community at large, has been critical for the continued successful growth of our city.

What makes our region unique from others around the world?

The City of Vancouver and the Lower Mainland region is a highly diverse and cosmopolitan area that attracts individuals from around the world because of our strong economy, healthy environment and stable political environment. The rest of the world has been discovering the incredible attributes of our livable city for the past number of



Craig Hemer, Partner,
Boyden Global Executive Search

years and that is why there is an increased influx of immigration and capital from all corners of the globe.

How will Greater Vancouver be different 10 years from now?

Over the next 10 years the Greater Vancouver region will continue to evolve as a world-class cultural and business centre. We'll see greater diversity, density and wealth flowing

into the region, which must be managed effectively in order to maintain a healthy, livable and safe city.

What is something most people don't know about you?

I placed third in a disco dancing contest in 1980 at UBC in the Pit Pub. I won a case of beer.

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

Barack Obama: A good president whose country has held him back from being truly a great president. With "Barry" I would order a burger and beer.

Favourite vacation spot?

Disneyland (Walt's original park in California). It's the happiest place on earth!

Favourite book, movie or song?

My favourite movie is the 1960s classic *The Great Escape* with Steve McQueen, James Garner, Charles Bronson and a range of other great actors. It is a second world war tale (a true story) of courage, intelligence, superior human effort and daring in the face of death. The movie epitomizes what people can achieve in extraordinarily difficult and life-challenging situations.

What inspires you?

People who rise up from personal challenges and difficult circumstances to achieve beyond their own expectations.

What was the best decision you ever made?


To marry my wife Lori. The second best decision I ever made was to become a search consultant.

What does a perfect day look like to you?

Riding Splash Mountain, Indiana Jones, the Matterhorn, Thunder Mountain, Space Mountain and Tower of Terror rides over and over again at Disneyland with my family.

What is the secret to happiness?

Stay positive, maintain your sense of humour, do not dwell on the negative, and help others in some manner on a regular basis. Give back — it is good for the heart and soul. **SB**

 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.



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SOUNDING BOARD

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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.

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TRADE | TPP offers a generational opportunity for Canada's SMEs

Free trade agreements break down global barriers, but B.C.'s businesses need our collective support

BY IQBAL AHMED

The Trans-Pacific Partnership (TPP) offers an important opportunity for Canadian small and medium-sized enterprises (SMEs) to grow their businesses, but they require greater support from governments and the private sector if they are to seize the opportunity and rise to the challenges of global competition.

On April 18, David Crawford, Vice President of the Greater Vancouver Board of Trade, presented to the Parliament of Canada's Standing Committee on International Trade on behalf of our region's business community. His message was clear: the TPP is a generational opportunity for Canadian business, and with the right supports, SMEs in B.C. stand to benefit the most.

While some people believe that global trade agreements only affect top diplomats and heads of state, their impacts are very much local — and so are the opportunities they create. The TPP would strip away restrictions and barriers for Canadian companies, which would benefit everyone from sole proprietorships to large energy firms, as they gain access to a free trade zone spanning 12 countries and encompassing 40 per cent of world GDP.

With only 5 per cent of exportable companies in Canada engaging in global trade and every \$100 million increase in exports creating 1,000 jobs, the potential opportunity for growth under TPP is massive. This is especially good news for B.C.'s 382,600 small businesses, as not only do they operate on Canada's Pacific Gateway, but they also stand to benefit the most from reduced



Premier Christy Clark and International Trade Minister Teresa Wat discuss the benefits of the Trans-Pacific Partnership for B.C.'s businesses at a Victoria seafood shop on April 13. | B.C. GOVERNMENT PHOTO

tariffs and administrative costs. Large companies, with their significant legal and financial capital, are able to more-easily navigate the costs and red-tape associated with trade than cash-strapped and risk-averse SMEs. While all exporters will benefit from TPP, the marginal benefit to B.C.'s small businesses will be substantial.

However, this is far from a sure thing. Free trade, by its very nature, goes both ways and a landmark deal like the TPP stands to turn the status quo on its head. While Canadian companies will see greater access to foreign markets, so will their competitors in the 12 signatory countries. They will even see greater competition in markets they once had a marked advantage in, such as the United States and Mexico. This means that if SMEs are to take advantage of this opportunity and thrive, they must prepare.

Positioning Canada's SMEs for TPP must be a priority of both government and the private

sector alike. One successful model has been the Toronto Region Board of Trade's TAP GTA program, a trade accelerator program made to serve as a one-stop-shop to help companies reach their exporting potential. By providing resources and expertise, they have been able to grow their region's export capacity and competitiveness, and once the TPP comes into effect this preparation will pay dividends across the economy. These types of initiatives are vital in ensuring that Canada can thrive in a globally competitive market place.

With so much export opportunity and growth potential residing in B.C.'s small and medium-sized enterprises, these supports are vital if our country is to capitalize on a new era of global trade. **SB**

Iqbal Ahmed is Manager of Public Policy Development at the Greater Vancouver Board of Trade. He recently joined the organization from the Calgary Chamber of Commerce.



CALL FOR NOMINATIONS

129th Annual General Meeting
 Monday, June 27, 2016

In accordance with Bylaw 9.5 – Nominating Committee – a nominating committee chaired by Immediate Past Chair Janet Austin has been established to receive nominations for directors for the 2016-17 year of the Greater Vancouver Board of Trade.

In accordance with Bylaw 9.6 – Nominations – nominations for directors may be made in writing by any member of the Greater Vancouver Board of Trade, provided that the name and written consent of the

nominee are received no later than May 28, 2016, by the Secretary-Treasurer at the offices of the Greater Vancouver Board of Trade, attention Elise Rees, Suite 400 – 999 Canada Place, Vancouver, B.C. V6C 3E1. Please include an expression of interest and a current CV or bio.

For further information regarding nominations and any other matters pertaining to the AGM please contact David Crawford, Vice President of the Greater Vancouver Board of Trade, at:

Tel: 604-640-5457 | Fax: 604-640-5485
 vp@boardoftrade.com

TOURISM | Whistler Blackcomb seeks to 'transform play'

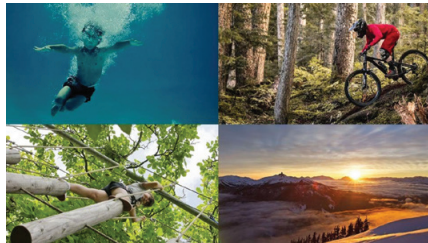
\$345M Renaissance project will be the largest in Whistler Blackcomb's history

Whistler Blackcomb has announced details of the most exciting and transformational development in its history — Whistler Blackcomb Renaissance.

The Renaissance project is being described as a multi-year, \$345-million investment that will diversify Whistler's tourism economy by providing new four-season activities. The goal is to "reveal a whole new way to play in our mountains, year-round, regardless of weather."

"Whistler Blackcomb Renaissance is the most progressive investment in our history and will leverage our tremendous success building our non-ski business," said Dave Brownlie, President and CEO of Whistler Blackcomb. "Renaissance will further diversify our revenue and enhance the activities available for our guests while elevating Whistler Blackcomb's core skiing, mountain biking and sightseeing experiences and continuing our evolution as one of the industry's leading four-season mountain resorts."

The Renaissance project will include three phases, beginning with an estimated \$90-\$100 million investment in new mountain adventure experiences



The Renaissance project will continue to grow Whistler Blackcomb's non-ski business.

designed to redefine how guests play at Whistler Blackcomb.

Highlights of the new elements include The Watershed (a new indoor, four-season adventure centre), Blackcomb Adventure Park (new outdoor non-skiing attractions and activities), and The Annex (an indoor action-sports complex).

The project will also include on-mountain improvements and revitalization of Blackcomb's base areas, a six-star luxury boutique hotel, residence and club, and 55-65 ski-in/ski-out townhomes. **SB**

For artist renderings and videos, visit renaissance.whistlerblackcomb.com.

SHIPPING | Port authority makes name change to provide clarity

Port of Vancouver extends from Roberts Bank and much of the Fraser River to Burrard Inlet

Vancouver's port has changed its name, dropping Port Metro Vancouver to become the "Port of Vancouver."

In addition, the port authority will implement the consistent use of its legal name, the Vancouver Fraser Port Authority, when referencing activities or decisions of the port authority. The change is intended to strengthen the port's recognition with stakeholders and customers as well as provide clarity and distinction between the activities of the port authority and those of the greater port community.

Feedback and research has indicated the use of "Port Metro Vancouver" to refer to the port and the federal port authority created confusion between activities of the port authority, port tenants and terminals, and even the regional government. Internationally, the port is already widely referenced as the Port of Vancouver in keeping with customary naming conventions for ports.

The Port of Vancouver extends from Roberts Bank and much of the Fraser River up to and including Burrard Inlet. The Vancouver Fraser Port Authority remains the steward of the Port



Centerm terminal from sea level. | FILE PHOTO

of Vancouver, formed in 2008 when three regional port authorities were amalgamated.

As a Canadian port authority, the Vancouver Fraser Port Authority was established by the Government of Canada pursuant to the Canada Marine Act, and is accountable to the federal minister of transport. The port authority's mandate is to facilitate Canada's trade, while protecting the environment and considering local communities. **SB**

For more information on the Port of Vancouver, visit portvancouver.com.



Special Event



GREATER VANCOUVER ECONOMIC SCORECARD 2016

Wednesday, May 18, 2016 | 11:30 a.m. – 2 p.m.
Pan Pacific Vancouver, 999 Canada Place, Vancouver

Two years in the making, the Greater Vancouver Economic Scorecard will offer a comprehensive analysis of how Greater Vancouver performs among **20 international regions** measured on **32 key economic and livability indicators** — identifying trends, opportunities and challenges for our region. This data will help us strengthen our regional economy and compete on a global scale.

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



Canada's Minister of Sport and Persons with Disabilities, Carla Qualtrough, speaks on April 6 about her new federal mandate and how the B.C. business community can play a supporting role in the lead-up to Canada's 150th anniversary. | MATT BORCK



Chair Tim Manning moderates a Q&A session with Carolyn Wilkins, Senior Deputy Governor of the Bank of Canada, following her April 5 keynote on emerging economies. | MATT BORCK



Anibal Valente, Chair of the Canadian Construction Association, discusses how his industry is 'the cornerstone of the Canadian economy.' | PABLO SU



The winners of our second annual Wendy McDonald Awards were celebrated at a special reception on March 30 at the historic Vancouver Club. The event was hosted by Jill Krop of Global BC. Learn more about the awards and this year's winners at boardoftrade.com/WLC. | DAWN STENZEL



RCMP Commissioner Bob Paulson speaks to regional business leaders on March 31 about policing and national security in the 21st century. He also discussed the evolution of police services and how the RCMP plans to meet challenges facing Canada. | MATT BORCK



David Crawford, Vice President of the Greater Vancouver Board of Trade (left), took part in a press conference supporting TPP on April 18, alongside B.C.'s Minister of International Trade Teresa Wat (middle) and industry stakeholders.

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)

AVIATION | Air Canada brings the business of the world to Vancouver

In this op-ed, Air Canada's Kevin Howlett outlines plans for growth in the region

BY KEVIN C. HOWLETT

Whenever the topic of airlines comes up, people tend to look to the skies. But some of the most important things that we do occur on the ground, including right here in Vancouver and the region beyond.

Study after study shows airlines are tremendous drivers of economic activity, both through direct and indirect effects. Air Canada is an excellent example of this beginning with the fact that along with our regional partners we employ about 5,500 people in the province and have an annual payroll well in excess of \$300 million.

In addition, as one of the largest private sector employers in B.C., Air Canada alone makes significant expenditures totaling nearly \$1 billion annually on local goods and services. That includes \$35 million on food and beverage supplies – which includes a fair amount of B.C.

wine – and millions more on everything from crew hotels, office supplies, ground transportation to advertising. Beyond this, economic multiples broaden or footprint even more.

Larger but more difficult to quantify is the economic benefits our service brings. Air connectivity makes it easy for business people to work and travel, is a determining factor in head office location decisions, draws tourists and facilitates cargo shipments. One study in the UK found a 10 per cent increase in seat capacity could boost short-term GDP by 1 per cent, inbound tourism by 4 per cent, trade by 1.7 per cent and Foreign Direct Investment by 4.7 per cent.

Given this, we believe the Vancouver business community will welcome our ongoing growth plans. In 2016, we intend to increase our capacity by 14.9 per cent over last year. Central to our growth strategy is new daily service to Brisbane launching June 1 – the only flight between



Kevin C. Howlett, Senior Vice President, Regional Markets, Air Canada

One study found a 10 per cent increase in seat capacity could boost short-term GDP by 1 per cent and inbound tourism by 4 per cent



the Australian mining centre and Canada – and new Air Canada rouge service to Dublin beginning June 10 with seasonal Osaka service resuming May 14.

Yet while glamorous international destinations get much of the attention, Air Canada also plays an often unsung role knitting Canadian communities together. We fly to 24 Canadian destinations from Vancouver, including 15 in B.C. The importance of this is difficult to overstate as it provides these communities one-stop connections through YVR – where we are the single largest operator with 11 million passengers a year – to more than 43 destinations in Canada, the U.S. and around the world.

We are also active locally helping charitable causes. Among other things, this includes the annual Vancouver chapter of the Dreams Take Flight trip that for more than 25 years has taken disadvantaged children from Vancouver to Disney for a day of wish fulfillment. We are proud of our role as presenting sponsor at the B.C. Women's Hospital Birdies for Babies charitable golf tournament, and, through the

Air Canada Foundation, we support other children's health causes. And we partner with other organizations here, including the Vancouver Canucks as well as being Official Airline of the Vancouver Symphony Orchestra.

Vancouver enjoys a place as one of Air Canada's most important hubs, a fact underscored by our decision to station so many of our Boeing 787 Dreamliners in the city to serve our all-important Asian routes. We fly our newest aircraft to Shanghai, Tokyo, Beijing, Seoul, and soon to Brisbane. We have also invested in a 787 training facility in the city to support further expansion.

These investments and our growth at YVR will allow Air Canada to remain a leading carrier in the Asia-Pacific and also help secure Vancouver's reputation as a preferred Pacific Gateway for both business and leisure travellers. As a strategic hub for Air Canada, Vancouver is poised to keep playing a pivotal role in our ongoing success, a success that is shared by all. **SB**

Kevin C. Howlett is Senior Vice President of Regional Markets for Air Canada.



Greater Vancouver Board of Trade's Golf Classic



Tuesday, July 12, 2016 | 1:30 p.m. Shotgun Start | Northview Golf & Country Club, The Ridge Course | 6857 168th Street, Surrey

New Date, New Course

Our Members asked for change and we listened!

What's new about our 2016 Golf Classic? Pretty much everything!

After five successful years, we're moving our annual golf tournament to a new venue, new month of the year, and a new lower price so you can bring a friend, colleague or client!

Join us July 12 at one of the region's premier golfing facilities, The Ridge Course at Northview Golf and Country Club, where you'll enjoy a legendary golf course while networking with some of the top business leaders in Greater Vancouver.



Register early!

First 50 people to register will receive a pair of tickets to the Freedom 55 Financial Open (first stop on the PGA Tour Canada Schedule) at the Point Grey Golf & Country Club from May 23-29, 2016.

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Become a tournament sponsor

For more information, contact Lisa Kaisers at sponsorship@boardoftrade.com or call 604-640-5484.

IN FOCUS | 29th Annual Governors' Banquet and Rix Awards



Michael Mulcahy, President and CEO of FortisBC, is presented the Rix Award for Engaged Corporate Citizenship by Greater Vancouver Board of Trade CEO Iain Black, Governor David McLean, and 2015-16 Chair Tim Manning.



Janet Austin, CEO of YWCA Metro Vancouver, is joined on stage by fellow Governors of the Greater Vancouver Board of Trade at the 29th Annual Governors' Banquet on April 11, 2016. | MATT BORCK



Concert Properties CEO David Podmore gives an acceptance speech after being named the 2016 Rix Award for Engaged Corporate Citizenship recipient.



More than 860 business leaders filled the Vancouver Convention Centre for this year's black-tie gala.



Kytami, a self-described 'violinistxtremist' provided a modern twist to this year's entertainment.
























Thank you Sponsors!

Governors' Banquet and Rix Awards 2016

Monday, April 11, 2016 | Vancouver Convention Centre — West



<p>Rix Awards Sponsor:</p> 	<p>Thank you to our generous auction donors</p> <p>AIR FRANCE, AIR NORTH, YUKON'S AIRLINE, A J CLOTHING INC., ANDREW PELLER LIMITED, ARITZIA, BARD ON THE BEACH THEATRE SOCIETY, BC LIONS FOOTBALL CLUB, BCIT, BELLSTAR HOTELS & RESORTS, BOSTON PIZZA INTERNATIONAL, BROOKS BROTHERS, BUSINESS IN VANCOUVER MEDIA GROUP, CACTUS RESTAURANTS LTD., CANADA WIDE MEDIA LTD., CANUCKS SPORTS & ENTERTAINMENT, CAPILANO SUSPENSION BRIDGE PARK, CENTURY PLAZA HOTEL & SPA AND ABSOLUTE SPA GROUP, CF PACIFIC CENTRE, CHATEAU VICTORIA HOTEL & SUITES, CINCIN RISTORANTE + BAR, CLEARLY, COAST CAPITAL SAVINGS, COAST COAL HARBOUR HOTEL, COAST PLAZA HOTEL & SUITES, CORUS RADIO VANCOUVER, CULTCH (THE), DAOUTOVA CREATIVE, DELTA AIR LINES, DELTA VANCOUVER SUITES, DELTA VICTORIA OCEAN POINTE RESORT AND SPA, DOI CHAANG COFFEE COMPANY, EMPIRE LANDMARK HOTEL, FAIRMONT BANFF SPRINGS, FAIRMONT CHATEAU WHISTLER, FAIRMONT EMPRESS, FAIRMONT HOTEL VANCOUVER, FAIRMONT JASPER PARK LODGE, FAIRMONT PACIFIC RIM, FAIRMONT VANCOUVER AIRPORT, FAIRMONT WATERFRONT, FIREHALL ARTS CENTRE, FIVE SAILS RESTAURANT, FRANKIE'S ITALIAN KITCHEN & BAR, GOH BALLETT, GOLFBFC GROUP, HARBOUR AIR SEAPLANES, HASTINGS RACECOURSE & CASINO, HELIJET, HILTON WHISTLER RESORT AND SPA, HOLT RENFREW, HYATT REGENCY VANCOUVER, INN AT LAUREL POINT, INNOVATIVE FITNESS KITSILANO, INNOVATIVE FITNESS VANCOUVER, JOEY RESTAURANT GROUP, JUSTICE INSTITUTE OF BC, KLM ROYAL DUTCH AIRLINES, LAUGHING STOCK VINEYARDS, LIFT BAR GRILL VIEW, LISTEL HOTEL (THE), LULLULEMON ATHLETICA, LUVU INC., MARRIOTT VANCOUVER DOWNTOWN, METROPOLITAN HOTEL VANCOUVER, MIRAJ HAMMAM SPA, MUSTEL RESEARCH GROUP, OAK BAY BEACH HOTEL, PACIFIC BLUE CROSS, PACIFIC COASTAL AIRLINES, PACIFIC NATIONAL EXHIBITION, PAN PACIFIC VANCOUVER, PARK'N FLY CANADA, PINNACLE HOTEL AT THE PIER, PINNACLE HOTEL VANCOUVER HARBOURFRONT, PORT OF VANCOUVER, PURDYS CHOCOLATIER, RBC ROYAL BANK, REVOLUCION (MEN'S LIFESTYLE), RG PROPERTIES LTD., ROBERT VAILLANCOURT, PERSONAL CHEF SERVICE, ROCKY MOUNTAINEER, ROGERS COMMUNICATIONS, ROYAL BRITISH COLUMBIA MUSEUM, SADDLEBROOK RESORT (TAMPA BAY, FL), SAFEWAY, SCIENCE WORLD BRITISH COLUMBIA, SEMIAHMOO RESORT, GOLF AND SPA, SEMPERVIVA YOGA, SIERRASIL HEALTH INC., ST. JOHN, SUTTON PLACE HOTEL, VANCOUVER (THE), TOM LEE MUSIC, TOMMY BAHAMA CANADA, URBAN FARE, VANCOUVER AQUARIUM MARINE SCIENCE CENTRE, VANCOUVER ART GALLERY, VANCOUVER CANADIANS BASEBALL CLUB, VANCOUVER CHAMBER CHOIR, VANCOUVER INTERNATIONAL AIRPORT, VANCOUVER OPERA, VANCOUVER SYMPHONY ORCHESTRA, VANCOUVER WHITECAPS FC, VIA RAIL CANADA, WEST RESTAURANT, WESTIN BAYSHORE, VANCOUVER (THE), WESTWOOD PLATEAU GOLF & COUNTRY CLUB, YWCA HEALTH + FITNESS CENTRE</p>
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EMPLOYMENT | Canadian employees offered more control over their work week

WCBC survey finds overall increase in workplace flexibility programs

BY LINDA REID

If your organization is not currently offering flexible work hours it is in the minority.

Western Compensation & Benefits Consultants regularly surveys employers on their workplace flexibility programs and over the past two years there has been an overall increase in the flexible work hour options offered by Canadian employers.

Nine out of 10 organizations offer some or all employees the ability to choose from available options when they work.

Flexible work hours are most common in not-for-profit (96 per cent) and public sector (91 per cent) organizations, but are still prevalent in private sector (84 per cent) companies.

Flex-time requires employees to work a specific number of hours a day but allows them to choose their start and end times. This is the most popular

flexible work arrangement with 93 per cent of organizations offering this option.

Other flexible work hour options include part-time schedules (74 per cent), working from remote locations outside of the traditional office (48 per cent), permitting employees to work a compressed work week which allows an employee to work the required hours in less workdays (44 per cent), or allowing two or more people to share a single job (18 per cent).

Private sector companies (42 per cent) are more likely than public sector (33 per cent) or not-for-profit (32 per cent) organizations to retain older, skilled employees by offering a phased retirement wherein employees approaching retirement may reduce their hours or days and eventually transition from full-time work to full-time retirement.

More than three-quarters of employers have offered flexible work hour options for more than five years.



Linda Reid, Senior Compensation Consultant, WCBC

As workplace flexibility programs mature, organizations are moving towards more formal, written policies which are consistently applied, as opposed to dealing with requests on a case-by-case basis.

Employers report that providing flexibility and options to employees has a positive effect on attraction, motivation, retention, employee morale and enhancing the workplace culture



options remain prominent. Employers report that providing flexibility and options to employees has a positive effect on attraction, motivation, retention, employee morale and enhancing the workplace culture.

The majority of organizations surveyed state that their workplace culture supports offering employees flexible work hours

That, coupled with employees having an expectation that they will exercise some control over how they structure their work week, ensures that workplace flexibility will continue to evolve and adapt to changing workplace realities.

Linda Reid is a Senior Compensation Consultant at Western Compensation & Benefits Consultants, specializing in assisting organizations determine how much and how to pay, reward and engage employees. **SB**

Did you know that Greater Vancouver Board of Trade Members receive a 15 per cent discount when purchasing any of WCBC's continuously updated annual salary and compensation surveys? Visit wcbc.ca/surveys or call 604-683-9155 for more info.

TRAINING | Want to help your employees upgrade their skills?

Provincial and federal governments announce \$7M in new funding for skills training in B.C.

The governments of B.C. and Canada have announced that a total of \$7 million will be available under the Canada-BC Job Grant to help businesses provide their current or new employees with skills training.

Premier Christy Clark and Shirley Bond, Minister of Jobs, Tourism and Skills Training and Minister Responsible for Labour, made the announcement last month while visiting Yellowhead Helicopters in Prince George, a previous recipient of the grant for over \$244,000. Employers will be able to apply for funding with start dates from April 22 to Sept. 30.

"Our economy is expected to lead the country in economic growth over the next two years," said Premier Clark. "This funding will go a long way to help businesses provide their employees with the skills training they need so that we have the workforce to keep our economy diverse, strong and growing."

A total of \$5 million will be provided

to employers operating in 10 of the BC Jobs Plan priority sectors, including technology and green economy, and the construction sector.

The government will add two priority areas: in-demand organizations which include non-profit health and social-services sectors where jobs are in demand, and Emerging Priorities.

An additional \$1 million will be allocated for employers to train and hire individuals who are under-represented in B.C.'s workforce.

This is an continuation of the existing New Canadians stream introduced earlier this year, and will now include B.C.'s Skills for Jobs Blueprint priority groups – Aboriginal peoples, persons with disabilities, and youth.

Another \$1 million will be allocated to organizations working with employers interested in training and hiring refugees. **SB**

To learn more about eligibility criteria and how to apply for funding, visit workbc.ca/canadabcjobgrant.



Just Announced

Aboriginal Opportunities Forum 2016

Acknowledging our Past, Building our Future

Presented by:



Friday, June 17, 2016 | 7:15 a.m. – 12:30 p.m.

SESSION 1:

What Truth & Reconciliation Means for Business

SESSION 2:

Successful Partnerships: Looking through an economic development lens

SESSION 3:

The Business Case for Education

With remarks by:

The Honourable John Rustad
Minister of Aboriginal Relations and Reconciliation, Province of British Columbia

For additional information, visit boardoftrade.com/aboriginal

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Missed last month's Sounding Board?

Read past issues online at boardoftrade.com/soundingboard

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ENTREPRENEURSHIP | How and where to get your next big idea

Creativity Café helps stir up new ideas in Greater Vancouver's young professionals

BY HAYLEY WOODIN

Nils had a big problem. The world was coming to Sweden for his two-day ice sculpture event, and the ice was melting.

On April 14, a room full of Company of Young Professionals Members with the Greater Vancouver Board of Trade brainstormed, roll-played and challenged each other's ideas as they tried to solve the dilemma with outside-the-box thinking at the CYP Creativity Café, hosted at SFU's Harbour Centre.

The discussions were led by Mia Maki, CPA and FCMA, who has been mentoring entrepreneurs, start-up and early stage companies for over a decade through Royal Roads University, University of Victoria, as an independent consultant, and as an accredited mentor in the BCIC Actech VIATeC MVP Program.

The topic of the evening, sponsored by CPABC, was how and where to get those

next "big ideas." According to Maki – and a wealth of research she shared with CYP Members – thinking creatively involves using all types of logic and reasoning. It requires effectuation, or focusing on what you can do with what you have, and leveraging your means to reach your goals. It's also about interactions, information gathering, intrapreneurship, having an entrepreneurial mindset, and commitments from others.

The case study of Nils is a real-world success story: his challenges eventually led to the creation of the world's first ice hotel, and a partnership with Absolut Vodka.

On May 18, CYP Members will take the challenges facing Greater Vancouver's young professionals and present innovative and entrepreneurial ideas on how to address them.

Over the past three months, Members of the program have been working in teams to create short videos on how our region can attract and engage more



Mia Maki, a CPA and Professor at the University of Victoria, led a 'Creativity Café' with Members of the Greater Vancouver Board of Trade's under-35 program on April 20, 2016. | NORAVERA VISUALS



millennials. The top videos will be shown at the event, with the winning team being crowned as the "Big Idea Champion." (View the videos and vote for your favourite video today at boardoftrade.com/bigidea.)

The May 18 event will also

feature an exciting panel of speakers, moderated by the editor-in-chief of Vancity Buzz, Farhan Mohamed.

Just announced, the panelists are Janet Austin, CEO of YWCA Metro Vancouver; Michael Geller, President of The

Geller Group; and Meredith Powell, co-founder of The Next Big Thing. **SB**

Don't miss our May 18 event on the pressures facing Greater Vancouver's young professionals! Register at boardoftrade.com/cyp.

NETWORKING | How to be a connector and not a seller

Tips on leaving a positive lasting impression at your next networking event

BY MIKE PLUMB

It has been more than three years now since I started working for the Greater Vancouver Board of Trade.

Through my role as an account executive, I've had the opportunity to meet and spend time with thousands of businesspeople from a wide variety of backgrounds — from small business owners to tech junkies, C-suite executives, millionaires, billionaires, consul generals, NHL general managers, Prime Ministers (yes, two!) and the list goes on.

In addition to the conversations I have in person or on the phone, I also attend upwards of 80 to 90 networking events each year. This is a mixture of our organization's events (we host up to 150 each year) as well as external events that I attend out of personal interest or to support our partners.

What I've found while attending those events is that everyone has a different idea of how to network and what will result from becoming a Member

of a board of trade or chamber of commerce. Some people I meet have been networking for many years, while others are engaging with us for the first time through our program for professionals under 35, the Company of Young Professionals.

In my opinion, one of the biggest mistakes people make when networking is approaching it in search of their "ideal customer." Networking is about meeting many different individuals from all walks of life. In fact, that's really all that a chamber of commerce is — a group of businesspeople representing a wide variety of industries from that region.

With that in mind, networking is about *creating a great impression*.

Recently I was approached by someone who was considering joining our organization. After attending an event, she told me she was disappointed that she didn't meet a direct end-user of the service she offers. I was not surprised, given that I often come across this concern with those who are new to chambers of commerce, such as ours, so



Mike Plumb, Account Executive, Greater Vancouver Board of Trade

One of the biggest mistakes people make when networking is approaching it in search of their ideal customer. Networking is about meeting many different individuals from all walks of life

I walked her through what I thought would be a better approach to networking.

It's important to remember that when you connect with an individual through a board of trade or chamber of commerce event, that individual is likely someone who is actively engaged in the local business community. These are the types of people who volunteer their time in the community, and often sit on the board of directors for other charities and associations.

You may not realize it, because you didn't have a chance to speak with them about their passion projects, but these individuals often have input on important projects in the community and are viewed as being an influential "connector."

People turn to individuals like this for advice, because they are well-connected, reputable, and hard-working. For that reason alone, it's crucial that you leave a positive lasting impression.

Networking is about consistency. Jeffrey Gitomer is the author of the world's best-selling sales book, *The Sales Bible*. In that book, Gitomer uses a spectacular example from his own experience. He attended every networking breakfast at his local chamber of commerce for a year and a half. Out of the blue

one day, he was approached by a woman who offered to help distribute his book in China. This connection resulted in \$100,000 in sales that he would not have had otherwise.

Once again, the key to networking is consistency. It becomes part of your business routine, much like paying the bills, making necessary phone calls, or unlocking the front door of your store each morning. You have to incorporate your networking efforts into your business development schedule.

In my view, networking is about three or four degrees of separation. The first person you meet — the one who you bond with over where your family is from or the hobbies you enjoy — is often the person who spreads the good word of your name or business.

So, the next time you are at a Greater Vancouver Board of Trade event, networking with your peers or volunteering your time in the community, try to be a connector, not a seller. **SB**

Mike Plumb is an Account Executive with the Greater Vancouver Board of Trade. He has worked for the association for more than three years. His background is in real estate and the automotive industry. To learn more about becoming a Member, email mplumb@boardoftrade.com.

LEADERSHIP | Social innovation and values-based practices**Board of Trade hosts Minister Stilwell and business owners for Social Innovation Month**

BY ANNA TAN AND ASHLEY GIRN

With changing consumer preferences, businesses today need to know more than ever how their customers see them and view the world around them. Thriving in tomorrow's markets is not guaranteed and businesses are aware of the need to plan for uncertainty and overcome macro risks in order to grow at disruptive speeds.

With that said, social innovation is accelerating as a popular business strategy amidst constantly evolving consumer demands. Global business leaders are coming together and leveraging their expertise to develop innovative solutions to solve B.C.'s tough social challenges.

There is no single definition for "social innovation," but the main idea focuses on finding better and more sustainable solutions to social problems affecting several people at large. The definitions for social innovation are always changing, growing and expanding, which

mirrors the sector itself.

B.C. is one of the world's leading jurisdictions when it comes to social innovation. This is due largely to BC Partners for Social Impact, a partnership that brings together leaders from across non-profits, businesses, universities, community groups, and the government. Their united goal is to solve social challenges and create large impacts for organizations, the community, and each other.

You may be wondering how businesses — including yours — can help create sustainable movements. On May 25, the Women's Leadership Circle will host an event on the Business Case for Values-Based Practices. By joining us, you will engage in dialogues aimed at solving complex social issues present today.

This event is in support of Social Enterprise Month in B.C. and will educate you on how organizations here in B.C. are transforming conventional business models, increasing transparency, and gaining followers through value-based practices.



Anna Tan

Leaders with an eye for forward thinking will talk about how they've adopted social innovation and how it's spreading among local businesses. Lotte Davis, CEO of AG Hair, aims at delivering products that are innovative, naturally derived and only locally produced — fit for both the street and runway.

Arjan Stephens, Executive Vice President of Nature's Path Foods, represents a sustainably-driven, deliciously healthy organic food company that believes in "leaving the earth better than we found it."

From a political perspective, attendees will also hear from



Ashley Girn

Social innovation is accelerating as a popular business strategy amidst constantly evolving consumer demands

the Honourable Michelle Stilwell, B.C.'s Minister of Social Development and Social Innovation. Their goal is to provide residents with support systems to achieve their full social and economic potentials.

The event will be moderated by Brand Consultant Jane Cox of Vancouver-based Cause+Effect, a company with a mandate for creating brands, initiatives and events that represent the city at large — creating a leadership role within the cultural community. **SB**

Anna Tan and Ashley Girn are participants in the Leaders of Tomorrow mentorship program and volunteer with the Women's Leadership Circle. Anna is graduating this June with a BCom in Finance from Sauder School of Business and plans to work in banking. Ashley graduated from Sauder School of Business and currently works as a staff accountant at a public practice accounting firm and is the co-founder of a digital platform called Winning Interactions.

To learn more about social innovation and how it can create a positive impact for your business and community, **visit hubcapbc.ca**. Register for the Greater Vancouver Board of Trade's Business Cases for Values-Based Practices online at **boardoftrade.com/events**.



Welcome to some of our newest members

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Leadership loves company

New Associate Counsel— Graham Scott and Stewart Lockwood

M^cCullough O'Connor Irwin LLP (MOI) is very pleased to announce that Graham Scott and Stewart Lockwood have joined the firm as Associate Counsel.



GRAHAM SCOTT

With 30 years of experience, Mr. Scott is internationally recognized as a pre-eminent global mining and finance lawyer. His legal training coupled with eight years of practical experience as an exploration geologist enables him to provide expert, balanced advice on all resource related matters.

In addition to his broad range of corporate finance clients, Mr. Scott represents a number of Canadian public companies listed on the TSX and TSX Venture Exchange. His representation in the mining sector ranges from individual prospectors to multinational mining companies. In such work Mr. Scott has negotiated and prepared participation and joint venture agreements, partnership agreements and purchase and sale agreements in connection with properties around the world.

Mr. Scott's experience will complement MOI's extensive presence in the natural resource sector, while his relationships with various participants will deepen our connections in the industry.

Mr. Scott obtained a B.Sc. (Geology) from King's College, in London in 1968, a M.A. (Economic Geology) from the State University of New York in 1970 and an LL.B. from the University of British Columbia in 1980.

DIRECT LINE: 604.646.3305
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STEWART LOCKWOOD

Mr. Lockwood is a corporate and securities lawyer with over 28 years of experience. His clients have included NYSE, TSX and TSXV listed companies and private investment enterprises with a focus on mining and resource industries.

Mr. Lockwood is past Chairman of the B.C. Securities Commission Security Policy Advisory Committee, a committee providing security advice to the Commission. Past experience includes over 3 years as a securities regulator.

His extensive regulatory background will add bench-strength to MOI's public company practise.

Mr. Lockwood obtained a B.Sc./Math. From the University of Manitoba in 1979, an LL.B. from Osgoode Hall Law School in Toronto in 1983 and an MBA from the University of British Columbia and London Business School in 1985.

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M^cCullough O'Connor Irwin LLP is recognized as a leading Canadian law firm in the areas of corporate finance, business and securities law matters.

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