



SOUNDING BOARD



THE OFFICIAL PUBLICATION OF THE GREATER VANCOUVER BOARD OF TRADE AND ITS MEMBERS | OCTOBER 2016 | VOLUME 56 / ISSUE 9 | BOARDOFTRADE.COM

Region's mayors take next steps with transit vision

TRANSPORTATION | Learn what's in phase one of the proposed 10-year plan for you and your business

BY IAIN BLACK

There was positive news for Greater Vancouver residents last month, as the region's mayors announced they are taking the next steps to advance their \$2-billion plan for transit and transportation investments over the next decade.

Phase one of the plan will kick in as early as January 2017, following a public consultation this month and a final vote by the region's mayors in November. The plan will leverage billions of dollars offered by the federal government, and raises the region's 17-per-cent share through proposed modest increases to property taxes, fares, and a new regional cost charge on new development.

The plan could help get our region moving again through the addition of 50 new SkyTrain cars, a 46 per cent increase in



Canada Line capacity, five new West Coast Express cars, up to five new B-line rapid bus routes, and a new SeaBus.

Perhaps most importantly, the plan will also move forward detailed design and engineering on two key projects — the Broadway subway expansion and the extension of rapid transit in Surrey and to Langley.

These are, without question, two of the most important transit infrastructure projects for the future of our region.

The Board of Trade believes these projects will help alleviate traffic congestion in two of the most densely populated areas of Greater Vancouver, which will improve the flow of not just people, but also free up capacity for goods

on our bridges and roadways.

In recent years, our organization has been urging all levels of government to tackle traffic congestion, because we understand that gridlock is one of the biggest burdens on our region's economy and quality of life.

In fact, the 2016 Greater Vancouver Economic Scorecard found that under-investment in roads and public transit infrastructure is the number one threat to our region's prosperity. Long commute times and congestion make it difficult for our region's businesses to attract high-end talent, while the inefficient movement of goods hampers our competitiveness.

Learn more about the plan at tenyearvision.translink.ca or hear from TransLink's President and CEO, Kevin Desmond, on Oct. 13 as he gives an update to the Greater Vancouver Board of Trade.

Public consultation on the

Phase One plan runs from Oct. 11 to Oct. 31. By sharing your thoughts, you will inform the final Investment Plan that's presented to the Mayors' Council and TransLink board of directors for approval in November 2016.

If approved by the mayors, the revised plan will leverage phase-one funding from the provincial and federal governments, while building momentum towards negotiations with senior governments for the critical regional projects in phase two and phase three of the plan.

Have your say — send your feedback to mayorscouncil@translink.ca. **SB**

Iain Black is President and CEO of the Greater Vancouver Board of Trade.

TransLink CEO Kevin Desmond speaks to the Board of Trade on Oct. 13. Register today at boardoftrade.com/translink.



Spotlight on housing

Board of Trade preparing a report on housing supply and affordability issues in Greater Vancouver

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BDC President speaks about entrepreneurship for Small Business Month 2



Searching for Uber

Following a recent survey, Board of Trade renews calls for the Provincial Government to allow ridesharing in B.C.

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HEALTH | Third annual Health Care Forum returns next month

Communities, partnership and innovation are key to B.C.'s future

The delivery of health care is evolving from a system focused on acute care to one focused on sustainability, affordability, quality, and community.

Canada's aging population is creating unsustainable pressures on our current delivery model. Patients, doctors, communities, and governments must change how they think about the health-care system and establish new service model priorities.

On Nov. 4, the Greater Vancouver Board of Trade will host its third annual Health Care Forum, presented by Pacific Blue Cross. This year's forum will bring together local and international experts to examine and explore this shift, and dive into three drivers of change: the shifting delivery model, innovation, and Community-Public Partnerships.

The forum will kick off with a session on Integrated Care featuring Fergus Hoban, CEO of Think Whole Person Health-care, and Steven Martin, CEO



Integrated Health Care 2.0 Presented by Pacific Blue Cross

of Blue Cross and Blue Shield of Nebraska — the visionary and architect who made integrated care a reality in Nebraska. The discussion will be moderated by Board of Trade Governor Carole Taylor.

Session two will feature a keynote by Dr. Cynthia Ambres, Partner with KPMG in the U.S. and a member of KPMG's Global Centre of Excellence for Healthcare.

Ambres will discuss what other successful health-care delivery models exist in jurisdictions around the world, and whether they could work here in B.C. and Canada.

The third and final session will feature a panel discussion on "Leading Transformative Change: Interdependence of public, private and self-care."

Panellists include Mary Ackenhusen, President and CEO of Vancouver Coastal Health, Sue Paish, President and CEO of LifeLabs, and David Wattling, Vice-President and General Manager of Enterprise Solutions for Telus Health.

Session three will focus on how government, health authorities and the private sector can work together to modernize and transform B.C.'s health-care system to provide better care for British Columbians, and keep them healthier longer.

Jan K. Grude, President and CEO of Pacific Blue Cross, will moderate the discussion. **SB**

Register for Health Care Forum 2016 at boardoftrade.com/healthcare2016.

ENTREPRENEURSHIP | Tackling Canada's productivity gap

BDC President discusses the crucial role small businesses play in our economy

What's at the root of Canada's much-discussed productivity gap? How is this impacting the bottom-line of our small and medium-sized businesses and their ability to compete? What do the most successful entrepreneurs do to up their game?

Come hear the answers on Oct. 17 as Michael Denham, President and CEO of BDC — the only Canadian bank devoted exclusively to entrepreneurs — reveals the results of a comprehensive study on productivity of 1,500 Canadian business owners.

In his Small Business Month keynote to the Greater Vancouver Board of Trade, Denham will share details about Canada's first-ever business productivity benchmarking tool, which BDC will be launching this fall. This free tool will allow business owners from all industries to compare their productivity levels to those of other companies in the same sector and learn where they can improve their performance.



Michael Denham

Denham was appointed President and CEO of BDC in August 2015, bringing with him more than 20 years of management experience, having led large organizations with a pan-Canadian presence. Prior to joining BDC, he served senior roles with AquaTerra Corporation, Accenture's Canadian division, CGI Group, and Bombardier. **SB**

Get tickets for this event at boardoftrade.com/bdc.

UPCOMING EVENTS

See our full events calendar at boardoftrade.com/events

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

MONDAY, OCTOBER 17, 2016

Tackling Canada's productivity gap:

It starts with entrepreneurs

11:30 a.m. – 2 p.m.

Fairmont Pacific Rim
1038 Canada Place, Vancouver

Michael Denham

President and CEO
Business Development Bank of Canada

Presenting Sponsor: BDC

TUESDAY, OCTOBER 18, 2016

Conditions of success: A modern Canadian Transportation Agency and a vibrant national transportation system

7:15 – 9 a.m.

Fairmont Waterfront Hotel
900 Canada Place Way, Vancouver

Scott Streiner

Chair and CEO
Canadian Transportation Agency

Sponsors: Port of Vancouver, Vancouver Airport Authority

Event Partner: Greater Vancouver Gateway Council

WEDNESDAY, OCTOBER 19, 2016

Thrive Series

Zero to Profitable – The Ultimate Business Growth Roadmap

7 – 9 a.m.

Pinnacle Hotel Harbourfront
1133 West Hastings Street, Vancouver

Hussein Hallak

General Manager and Head Instructor
Launch Academy
Executive Director
TiE Vancouver

Platinum Program Partner: Scotiabank

Gold Program Partner: British Columbia Securities Commission

THURSDAY, OCTOBER 20, 2016

Members' Reception:

Luxury Fashion night at LEONE

6 – 8:30 p.m.

LEONE
757 W Hastings Street, Vancouver

THURSDAY, OCTOBER 20, 2016

Not easy being green: How B.C. is reducing emissions and growing the economy

7:15 – 9 a.m.

The Sutton Place Hotel Vancouver
845 Burrard Street, Vancouver

The Honourable Mary Polak

Minister of Environment
Province of British Columbia

Presenting Sponsor: FortisBC

Community Sponsor: Vancouver Airport Authority

WEDNESDAY, OCTOBER 26, 2016

Rights, Respect and Reconciliation: Forward Together

11:30 a.m. – 2:00 p.m.

Pan Pacific Vancouver
999 Canada Place, Vancouver

National Chief Perry Bellegarde

Assembly of First Nations

Supporting Sponsor: Goldcorp

WEDNESDAY, OCTOBER 26, 2016

3rd Annual Greater Vancouver Board of Trade Show

3:30 – 6 p.m.

Fairmont Hotel Vancouver
900 W Georgia Street, Vancouver

Title Sponsor: Canadian Association of Petroleum Producers (CAPP)

Speaker Series Sponsor: Scotiabank

FRIDAY, NOVEMBER 4, 2016

Integrated Health Care 2.0 Presented by Pacific Blue Cross

3:30 – 6 p.m.

Fairmont Hotel Vancouver
900 W Georgia St, Vancouver

Title Sponsor: Pacific Blue Cross

Elite Sponsors: TELUS, KPMG

Supporting Sponsor: LifeLabs

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RESOURCES | Board of Trade applauds conditional approval of Pacific NorthWest LNG

Proposed project would contribute nearly \$3 billion to Canada's GDP

The Greater Vancouver Board of Trade welcomed last month's announcement that the federal government has approved the Pacific NorthWest LNG project, subject to 190 conditions.

The proposed \$36-billion project would be the largest private-sector investment in Canadian history and is expected to bring substantial economic benefits, including up to \$2.5 billion in annual tax revenue for all levels of government and nearly \$3 billion in annual contributions to Canada's GDP.

"The Pacific NorthWest LNG project will energize the Canadian economy. It will create jobs in Northern B.C. while allowing our province to meet growing demand for natural gas in countries throughout Asia and the Pacific Rim," said Iain Black, President and CEO of the Greater Vancouver Board of Trade.

The proposed facility on Lelu

Island is expected to create up to 330 long-term jobs and upwards of 300 local spin-off jobs. What's more, up to 4,500 jobs will be created during the peak construction period. The proposed project is subject to a final investment decision by Pacific NorthWest LNG partners.

"This decision by the federal government is an important positive step towards the project ultimately moving forward, but there is still work yet to be done to ensure the viability of the project and to satisfy the interests of communities and First Nations," said Black.

"Today's announcement buoy's B.C.'s hopes of becoming a global LNG leader. We know that fast-growing countries such as China are planning to transition from coal to natural gas over the next four to five years, and we need to position ourselves to capitalize on these long-term opportunities."

The announcement was made



An artist's interpretation of the bridge to Lelu Island from the mainland. | FILE PHOTO

on Sept. 27 in Richmond by Canada's Minister of the Environment and Climate Change, Catherine McKenna, federal Minister of Natural Resources, Jim Carr, and federal Minister of Fisheries, Oceans and the Canadian Coast Guard, Dominic LeBlanc.

"The Pacific NorthWest LNG Project will deliver thousands of good middle-class jobs and will help pay for schools and roads and social programs

that enrich people's lives," said Minister Carr. "We are moving forward with natural resource development in a sustainable manner, because we have an obligation to leave the planet in better shape than we found it."

"The only way to get resources to market in the twenty-first century is if they can be done in a responsible and sustainable manner. This decision reflects this objective," said Minister McKenna.

"With the legally binding conditions we are putting in place and with British Columbia's commitment to increase its price on carbon in line with the Pan Canadian Framework, I am confident that we will minimize the environmental impacts of the project and ensure that it proceeds in the most sustainable manner possible." SB

Learn more about the project at pacifnorthwestlng.com.

metrovancover



ZERO WASTE CONFERENCE 2016

A Future Without Waste

Innovation in Policy Innovation in Practice



Keynote

Neri Oxman, Architect and Designer. Oxman combines breakthroughs in materials science with design principles found in nature – bringing a sustainable future within reach.



Panelist: The Built Environment

Owen Zachariasse, Innovation and Sustainability, Delta Development Group, the Netherlands. Zachariasse specializes in Cradle to Cradle®, Circular Economy and sustainability for real property development.

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PUBLISHER: Business in Vancouver Media Group
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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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LEADERSHIP | Creating a driven economy

Chair Robin Silvester on Small Business Month, innovation, and championing change

BY ROBIN SILVESTER

If British Columbia is the engine of Canada's economy, then small businesses are the fuel that keeps that engine humming and propels us forward.

On a per capita basis, B.C. has the highest number of small businesses in the country, with 82.6 small businesses per 1,000 people, compared to the national average of 70.9.

The Provincial Government estimates that more than 380,000 small businesses were operating in B.C. last year and four out of every five of those businesses are "micro-businesses" with fewer than five employees.

Clearly, small business plays a significant role in our economy. Collectively, small businesses generate one-third of our province's GDP and employ more than a million British Columbians.

It's for all of those reasons — and more — that the Greater Vancouver Board of Trade has made it a tradition to pause each October and celebrate Small Business Month in B.C. It's a time to shine a spotlight on our region's small business owners and entrepreneurs, who are creating jobs, diversifying our economy and fostering innovation.

In my day job as President and Chief Executive Officer of the Vancouver Fraser Port Authority, I also have the chance to see the work of many small businesses from across the country. In fact, last year alone more than 25,000 small business owners shipped 17 million metric tonnes of cargo through the Port of Vancouver, which accounted for roughly 16 per cent of the port's total international tonnage.

The port authority has featured some of these businesses — including local seafood company, Wild Ocean Fish, farmer Paul Gill, and even the Chickpea food truck — in advertisements and videos posted to the Port of Vancouver YouTube channel. They are examples of small businesses who use the port to export their products to overseas markets. By tapping into global demand, small companies can grow and sustain a healthy workforce, while sharing the best of B.C. with the rest of the world.

Conversely, a large number of small businesses import goods from foreign countries, such as La Grotta Del Formaggio on Commercial Drive, which has some of the world's finest olive oils, cheeses, sea salts, and



other delicacies shipped to B.C. through the port.

This October, I would urge all our Members to contemplate the impact that small businesses have on our communities and our day-to-day lives. If you're a small business owner yourself, and you want help elevating your business to the next level, considering getting involved with the Greater Vancouver Board of Trade's Small Business Council. Learn more at boardoftrade.com/SBC.

Keeping our fingers on the pulse

This month, the Board of Trade will host a series of events focused on the themes of innovation, disruption, and adaptation. In particular, three of those events will explore developments in the transportation sector, including keynotes by Uber's Chief Advisor David Plouffe (Oct. 11), TransLink's CEO Kevin Desmond (Oct. 13), and the Canadian Transportation Agency's Chair and CEO Scott Streiner (Oct. 18).

Transportation is a pressing topic for our region, as identified in the Greater Vancouver Economic Scorecard, which we released in May 2016 with the Conference Board of Canada. In that report, traffic congestion and under-investment in public transit infrastructure were identified as two of the most critical challenges for our economy. By bringing together thought leaders and thought-provoking speakers, our hope is that we can help be a catalyst for change and enable our region, province, and country to stay one step ahead of the curve.

Innovation and technology are advancing at a pace that we have never seen before. In the not-so-distant future, we may very well begin to see driver-less cars on our highways, fleets of platooning trucks on our highways, a range of tasks being carried out by aerial drones, and unmanned

cargo ships navigating our seas.

If these developments come to fruition, they will bring rapid change and transformation to many industries. They will create opportunities, but also challenges, as society adapts to economic and technological change.

Perhaps now, more than ever, it's important to be part of an organisation such as the Greater Vancouver Board of Trade, which is thinking about the big policy issues that matter for our region and tackling them head-on.

A forum of unprecedented magnitude

On a final note, I'm pleased to announce that our WE FOR SHE Forum on Oct. 14 is now completely sold-out, with more than 1,000 guests registered to attend for a day of thought-provoking discussion.

Of those guests, more than 500 are high-school students from across the province, who will join us for the full day of programming and be paired up with one of the 500 business leaders in attendance.

Although this is our third year hosting the forum, 2016 is the first time that we have brought together these two distinct demographics, with the goal of inspiring young women, encouraging them to aim high in their career aspirations, and "championing the next generation."

The ultimate aim is to drive up the number of women in senior leadership roles, which has been proven to make an economy more versatile, nimble, and productive. Throughout the day, our guests will hear from a long list of inspirational speakers, including inventors, Olympians, and the Premier of British Columbia, Christy Clark. We'll also hear from senior executives from Microsoft Canada, Deloitte, KPMG, EY, PwC, McKinsey and Company, and more.

I would like to personally thank our organising partners, the Government of British Columbia and the WEB Alliance of BC, as well as our presenting sponsor CPABC, for helping us bring this ambitious full-day forum to life.

Although the event is sold-out, I would encourage you to check out our website WeForSheBC.ca to learn more about our collective goals and how you can become a champion for change. **SB**

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

LEADERSHIP | 'Education is the key to constant growth'

Board of Trade Director Elise Rees on business, globe-trotting, and her recent retirement

Describe what you do in 10 words or less.

Corporate Board Director, Retired M&A Tax Partner, Ernst & Young.

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

My hometown is Coatbridge, Lanarkshire, Scotland, an industrial town just outside Glasgow. My family had owned retail stores in Coatbridge and Airdrie for several generations so I grew up in the family business, sales driven with a very strong social conscience. There was a lot of poverty and my parents were active in the community to try and help others. I was encouraged to go on to University and to pursue a career. As my great grandmother and great aunts had run the business for their generations it was natural to assume women were business leaders.

What was your first job?

Other than the family business my first summer job was to work as a nurses aid in a geriatric hospital. It was a tremendous experience and made sure I had

empathy for those struggling with age onset illnesses.

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

There is nothing you cannot do if you set your mind to it and that education is the key to constant growth. My mother attended Edinburgh University as a maths and geography student post second world war. She was one of a handful of women in the University, and my grandfather was clear that he wanted my mother to be educated and capable of having her own career outside of marriage.

Why did you join the Greater Vancouver Board of Trade?

As a partner with EY I joined GVBOT to help my clients have a voice to influence public policy impacting the growth of business in the region, as well as a source of building my network.

What makes Vancouver a great city?

Vancouver is fabulous in terms of the environment, ability to access the outdoors but also with arts and culture. With the growth

in the City over the last 30 years and the influx of many different people, there is a rich diverse culture which creates a unique vibrancy not experienced in too many cities.

How will our region be different 10 years from now?

I hope that as a region we have built an amazing transportation system such that we do not have congested streets, while retaining what is an amazing business advantage the Port and strong entrepreneurial businesses.

What is your favourite vacation spot?

I love travel and tend not to go back to one place all the time. In the last three years I have been in Vietnam, Cambodia, India, Italy, Spain, UK, Chile, Peru, Mexico and USA. So I think the world and learning about other countries is my favourite vacation spot. In B.C., Saltspring Island is my summer hangout.

What CEO do you most admire?

In terms of my own career one of the best CEOs I ever encountered



Elise Rees

was Jim Turley, Global Chairman of EY. Jim embraced diversity, proactively led change and especially created a global footprint that had a common culture and client focus.

What were you like in high school?

I was incredibly shy, enjoyed sports and reading. I am not sure where who I am today came from?

What is your favourite book?

I love reading and my answer changes constantly. However, I have just finished "Do Not Say We Have Nothing" by Madeleine Thien. In particular, the novel continues to help us understand the social journey the people of

China have undergone in the last 50 plus years.

If you retired tomorrow, how would you keep busy?

Theoretically I just did this, retiring June 30 from a 35-year career with EY. I spent a lot of time considering this and while it is a work in process, continuing to work on corporate boards, mentoring younger women and entrepreneurs and tucking in more travel seems to be the current mode. I still would love to build some type of entrepreneurial business, so noodling this along!

What is the secret to happiness?

Be present and enjoy your time, especially with family and friends. I think we often spend too much energy thinking about the next thing down the road instead of enjoying the current moment. SB

Elise Rees is a corporate board director and recently retired tax partner with Ernst & Young.

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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HOUSING | Spotlight on supply and affordability

Board of Trade preparing a report on municipal development timelines

BY AARON ROBINSON

At the Greater Vancouver Board of Trade, we plan to ensure that all levels of government understand the importance of access to appropriate housing. All levels of government have a role to play in addressing the region's housing crisis if we are to be an economically competitive region.

In the coming months, the Board of Trade will be submitting comments to the federal government's National Housing Strategy consultation, featuring Housing Affordability prominently in our Provincial election engagement strategy, and publishing a white paper addressing municipal development timelines. We will also be hosting an address by Evan Siddall, President and CEO of the Canada Mortgage and Housing Corporation, on Nov. 30.

In the 2016 Greater Vancouver Economic Scorecard, our region earned a "D" grade in the Housing Affordability indicator, ranking 15th out of 17

jurisdictions measured. High demand coupled with inadequate supply has resulted in high housing costs for both homeowners and renters. This is having a severe social and economic impact on our region.

Housing is increasingly becoming a larger portion of household budgets and is preventing businesses from attracting and retaining talent that can afford to live within a commuting distance. This puts our region at an economic disadvantage when competing for human capital.

Greater Vancouver's poor housing affordability inhibits the ability of businesses to attract and retain workers, which directly affects the ability to grow businesses in the region. Simply put, the high cost of living in Greater Vancouver demands higher wages than other regions.

Companies are generally unable to raise their wages if they intend to remain competitive. As a result, wages in Greater Vancouver are unable to sufficiently account for the high cost of housing, leading to an



High demand coupled with inadequate supply has resulted in high housing costs for both homeowners and renters in the Greater Vancouver region. | ISTOCK

"unaffordability" problem. For some businesses, this can be a disincentive to move to or grow operations in Greater Vancouver

The economic impact of Greater Vancouver's poor housing affordability is too great to ignore. By 2041, Greater Vancouver's population is expected to expand by over one million people, according to the Metro Vancouver Regional Growth Strategy. On average, this means approximately 3,000 new residents every month. To

Greater Vancouver's poor housing affordability inhibits the ability of businesses to attract and retain workers, which directly affects the ability to grow businesses in the region.

accommodate this growth in population, the region will have to create over half a million new dwellings over the next 25 years or 1,500 new dwellings a month.

Housing affordability was identified as one of our region's top four barriers to competitiveness in the 2016 Greater Vancouver Economic Scorecard and will be a key focus of the Board of Trade in the coming months. SB

Aaron Robinson is Senior Policy Advisor for the Greater Vancouver Board of Trade.



Integrated Health Care 2.0 Presented by Pacific Blue Cross

Friday, November 4, 2016 | 7:15 a.m. – 12:30 p.m.

Fairmont Hotel Vancouver, 900 W Georgia St, Vancouver

Communities, Partnerships & Innovation

The delivery of health care is evolving from a system focused on acute care to one focused on sustainability, affordability, quality, and community.

The aging demographic is creating unsustainable pressures on our current delivery model. Patients, doctors, communities, and governments must change how they think about the health-care system and establish new service model priorities.

The 2016 forum is bringing together local and international experts to examine and explore this shift, and dive into three drivers of change, the shifting delivery model, innovation, and Community-Public Partnerships.

Panel Sessions

SESSION 1

Integrated Care: From vision to action in Nebraska

Learn from the visionary and architect who made integrated care a reality

SESSION 2

A Global Perspective on Health Care

What other successful health-care delivery models exist, and could they work here? Lessons from jurisdictions around the world.

SESSION 3

Leading Transformative Change: Interdependence of public, private and self-care

How can government, health authorities and the private sector work together to modernize and transform B.C.'s health-care system to provide better care for British Columbians, and keep them healthier longer.

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APPLICATION DEADLINE: February 16, 2017 CITY: Vancouver

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

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|-----------|-------------------|----------------------|
| Vancouver | April 19-20, 2017 | February 8, 2017 |
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|-----------|-------------------|------------------|---------------------------|
| Vancouver | November 29, 2016 | November 1, 2016 | John E. Caldwell, CPA, CA |

BOARDROOM FINANCIAL ESSENTIALS (BFE)

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

*Developed by the ICD in collaboration with CPA Canada.

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



Navdeep Bains, Canada's Minister of Innovation, Science and Economic Development, speaks to business leaders on Sept. 19 about positioning our country as a global innovation leader. | MATT BORCK



Canada's Minister of Agriculture and Agri-Food, Lawrence MacAulay, takes part in a Q&A on Sept. 12, led by Board of Trade Policy Council Chair Lori Mathison. | MATT BORCK



Pierre Gratton, President and CEO of the Mining Association of Canada, speaks to GVBOT Sept. 21 about the future of the industry. | GREG HOEKSTRA



L-R: Jack Armstrong, TSN Basketball Analyst; Masai Ujiri, President of the Toronto Raptors; Rick Welts, President and COO of the Golden State Warriors; and James Worthy, NBA Legend and Naismith Memorial Basketball Hall of Famer take part in a GVBOT panel discussion on Sept. 30, one day prior to the sold-out Raptors-Warriors preseason game at Rogers Arena. | VISION EVENT PHOTOGRAPHY



Jean-Yves Duclos, Federal Minister Responsible for the Canada Mortgage and Housing Corporation, speaks to reporters following his Sept. 14 address to the Board of Trade, entitled 'Let's Talk Housing.' Duclos was in Vancouver gathering feedback for the creation of a national housing strategy. | VISION EVENT PHOTOGRAPHY



Members of the Greater Vancouver Board of Trade's under-35 program, the Company of Young Professionals, had a chance to meet NBA Hall-of-Famer James Worthy on Sept. 30. | VISION EVENT PHOTOGRAPHY

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)

TRANSPORTATION | GVBOT renews calls for ridesharing in B.C.

New provincial regulations would introduce innovative transportation options and modernize the taxi industry

BY GREG HOEKSTRA

The Greater Vancouver Board of Trade is once again urging the Provincial Government to make changes to passenger transportation regulations, to allow innovative transportation options such as ridesharing and enhance the competitiveness of the taxi industry.

In response to the Provincial Government's recently released Ride Sourcing in B.C. stakeholder engagement summary, the Board of Trade is releasing the results of a recent survey of its members. The survey found that 80 per cent of respondents would like to see the government move forward and introduce regulations that would allow ridesharing services, such as Uber and Lyft, to operate in B.C.

"The regional business community has spoken very clearly: they want to see the Provincial Government take action and enable the types of choice and innovative transportation options successfully operating in other jurisdictions," says Iain

Black, President and CEO of the Greater Vancouver Board of Trade.

"The Province's recent report highlights the key themes and challenges identified during the Ministry's consultation with stakeholders, but it falls short of identifying next steps to enable new services and enhance the existing taxi industry, which is operating under regulations that haven't been materially updated in more than 30 years," adds Black.

Specifically, the Board of Trade is once again making four recommendations to the Province, which were previously outlined in the February 2016 report Innovative Transportation Options for Metro Vancouver.

The Greater Vancouver Board of Trade's four recommendations are:

1. Establish a provincial regulatory framework which introduces ridesharing and provides residents with greater access to safe and reliable passenger transportation options.

2. Review and update taxi regulations to enable the industry to effectively compete

against new services and provide consumers with the benefits of a more competitive ride-for-hire market.

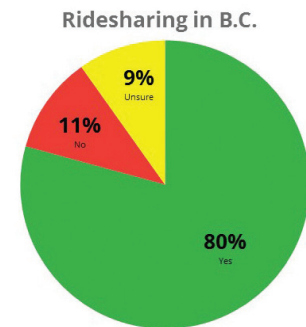
3. Modernize provincial regulations and harmonize municipal regulations to remove unnecessary red tape and establish a regulatory regime which fosters innovation and competition, while safeguarding public transit.

4. Direct ICBC to consult with stakeholders and develop insurance products suitable for part-time and flexible vehicle-for-hire work and is applicable to both the taxi and ridesharing industries.

Since the Greater Vancouver Board of Trade released its report in February 2016, many other prominent business groups have formally expressed their support for ridesharing, including the Surrey Board of Trade, BC Chamber of Commerce, and more.

Traffic congestion was also identified as one of the top barriers to our region's competitiveness in the Greater Vancouver Economic Scorecard 2016, which is likely why

Q Should the Provincial Government work with municipal governments to allow ridesharing? (e.g., UBER, Lyft)



The Greater Vancouver Board of Trade conducted a survey of its Members from Sept. 13-20, 2016. Of the 324 responses, 80 per cent support ridesharing in the region.

so many in the business community are in support of innovative transportation options that promote a car-free lifestyle, in addition to investments in transit infrastructure.

Greater Vancouver is now the largest metropolitan area in North America that doesn't permit ridesharing services to operate. Ridesharing is now permitted in more than 40 Canadian municipalities, 70 countries, and 400+ cities across the globe.

On Tuesday, Oct. 11, the Greater Vancouver Board of Trade

will host David Plouffe, Uber's Chief Advisor and Former Senior Advisor to President Barack Obama, for a discussion on "The Future of Human-driven Transportation."

The event will give local business leaders an opportunity to hear from one of the world's leading ridesharing companies — and to ask questions about the rapidly evolving industry. **SB**

Read the Board of Trade's full report on ridesharing at boardoftrade.com/ridesharing.



Rights, Respect and Reconciliation: Forward Together

Wednesday, October 26, 2016 | 11:30 a.m. – 2 p.m.
Pan Pacific Vancouver, 999 Canada Place, Vancouver



National Chief Perry Bellegarde
Assembly of First Nations

More than a year after the Truth and Reconciliation Commission released its impactful final report, "Honouring the Truth, Reconciling for the Future," much remains unclear about how all Canadians — and the Canadian business community in particular — can take meaningful steps to put reconciliation into action.

In the spirit of reconciliation and moving forward together, Assembly of First Nations National Chief Perry Bellegarde returns to the Greater Vancouver Board of Trade to address our membership on rights, respect, and reconciliation.

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

In partnership with: **大成 DENTONS**

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



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



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



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

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

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

Event Partner:

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boardoftrade.com/election2016

COLLABORATION | Business groups support Greater Vancouver's millennials

CYP program for under-35 professionals expands to North Vancouver, Richmond and Tri-Cities

BY GREG HOEKSTRA

Four chambers of commerce from across the Lower Mainland are joining forces to provide networking and professional development opportunities for millennials beginning their careers.

Since 2007, the Greater Vancouver Board of Trade has offered a program called the Company of Young Professionals, with events and workshops catered specifically to those under the age of 35. The program will be expanded to include Members of the Richmond Chamber of Commerce, North Vancouver Chamber of Commerce, and Tri-Cities Chamber of Commerce, as part of an exciting new regional partnership.

"When a young person is starting his or her career, that individual needs advice, inspiration, and connections with others in the business community. The CYP program fosters an environment

where millennials can learn from seasoned business leaders while forging long-lasting relationships with other young professionals," said Iain Black, President and CEO of the Greater Vancouver Board of Trade. "We're thrilled to announce this new partnership, which will help create a strong, interconnected business community across our region."

"Collaboration is the key to greater success for all. That's why the North Vancouver Chamber is partnering with the Greater Vancouver Board of Trade and other regional chambers on the Company of Young Professionals program," said Louise Ranger, CEO of the North Vancouver Chamber of Commerce. "Together, we can support the next generation of business leaders for the future success of our region."

"The Greater Vancouver Board of Trade has been a leader engaging with millennial professionals as they advance in their careers. We're excited to be partnering with the Company

The CYP program fosters an environment where millennials can learn from seasoned business leaders while forging long-lasting relationships with other young professionals.



of Young Professionals program in 2016-17, to expand this excellent networking and development initiative to young leaders in Richmond," said Rob Akimow, Chair of the Richmond Chamber of Commerce.

"In less than a decade, one in every two people in the world's workforce will be a millennial. This data underscores how important this demographic is to



Members of the CYP program share a laugh during a summer networking reception at the Port of Vancouver. Last month, the program expanded to communities across the region. | NORAVERA VISUALS

the future of our regional, provincial, and national economies — not to mention the future of business organizations and chambers of commerce," added Michael Hind, CEO of the Tri-Cities Chamber of Commerce.

"Programs such as the Company of Young Professionals are crucial to our collective success and will help us ensure the chamber movement remains

relevant to Greater Vancouver's next generation of business leaders." **SB**

To learn more about the Company of Young Professionals, including the program's upcoming networking events, development workshops, volunteer opportunities, and how you can get involved, visit boardoftrade.com/CYP.



Welcome to some of our newest members

Companies

Sherry Sinclair
BC Association of Family Resource Programs
frpbc.ca

Robin Turnill
Exalt HR Consulting Inc.
exalthrconsulting.com

Howard Ma
Meritocracy Capital Partners
meritocracypartners.com

Nicole Sudom
Pyrrha Design Inc
pyrrha.com

Geolyn Mantei
Quickshot Media
quickshot.ca

James McGregor
Tacit Management Consulting Inc.
tacitconsult.com

Ann Yap
The Smokehouse Sandwich Co. Vancouver
smokehousesandwich.ca

Cam Landell
Watershed Communications Group
watershedgroup.ca

Jay Lundgren
CREW Marketing Partners
crewmp.com

Selena McLachlan
Modo
modo.coop

Colin Iverson
OWL (Orphaned Wildlife) Rehabilitation Society
owlcanada.org

Lukas Montani
The Sky Guys Aerial Services Inc.
theskyguys.ca

Maureen Glover
Westport Fuel Systems Inc.
westport.com

Peilin Wang
China Council for the Promotion of National Trade
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Tako Van Popta
McQuarrie Hunter LLP
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Lise McKenzie
Trump International Hotel & Tower
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Annie Luu

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Aaron D'Souza

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Sheldon Coxford

Cody Dart

Kristin Cheung

Eric Termuende

Melanie Belanger-Finn

Heather Dyble

Humza Khan

Saba Mohebpour

ENERGY | Need to control costs for businesses and residents

Zero Emissions Building Plan could have unintended consequences on affordability

BY AARON ROBINSON

The City of Vancouver must seek to balance affordability and with its emissions goals, as legislating energy choices risks exacerbating the region's already troubling affordability issues.

The Zero Emissions Building Plan calls for all new buildings to achieve zero operational emissions by 2030 and for all existing buildings to use renewable energy by 2050. While the goal of being the greenest city is a noble one, energy sources such as natural gas are vital for keeping energy costs low for both residents and businesses.

As the Greater Vancouver Economic Scorecard confirms, housing affordability is a great concern to our region's residents and the business community.

Ensuring that people of all economic backgrounds have access to adequate and appropriate housing at a price within reach is a top priority for the Greater Vancouver Board of Trade. In

looking at affordable housing supply, we must also look at the reoccurring costs of owning a home, including utilities. This is why it is important to consider the implications that policies such as the Zero Emissions Building Plan have on the cost of living.

It is estimated that a typical family of four saves \$1,400 annually by using natural gas for space and water heating. The cost of residential natural gas (3.62 cents per Kwh) is significantly less expensive than Tier 1 hydro electricity (8.7 cents per Kwh).

While some customers currently have the option to pay slightly more for renewable natural gas (6.05 cents per Kwh), there is not yet enough capacity of renewable natural gas to fuel the entire city. Furthermore, many businesses like restaurants and hotels depend on natural gas for consistency in service and to keep prices affordable.

Consideration must also be given to fair competition in

the marketplace. Competition among energy providers, driven by consumer choice, reduces costs, and creates incentives for innovation.

Section 2.2 of the Zero Emissions Building Plan states that there will be a focus on reducing demand for natural gas and transitioning towards district energy systems.

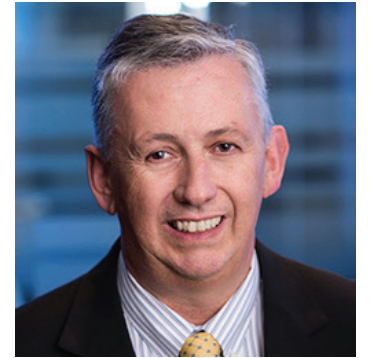
If there is a demand to shift to district energy systems, market forces will drive this transition — not municipal policy. It is our belief that providing increased sustainable energy options does not need to come at the cost of consumer choice, and market interference.

The Greater Vancouver Board of Trade has asked for the City's calculations around affordability and the zero emissions building plan, and will continue to engage with the city on this plan to ensure that affordability for the residents and businesses remains a top priority. **SB**

Aaron Robinson is Senior Policy Advisor for the Greater Vancouver Board of Trade.

DIVERSITY | The next gen of female business leaders

BY RICHARD REES



Richard Rees, President and CEO, CPABC

The Chartered Professional Accountants of British Columbia (CPABC) is pleased to be the presenting sponsor of the third annual WE FOR SHE: Championing the Next Generation event on Oct. 14. The CPA profession and education programs support young women to be leaders within their organization and engaged members of the business community.

CPABC encourages and promotes female leadership through CPA Canada's Women's Leadership Council. This Council is a catalyst for change and advocates for pay equity and boardroom diversity. It focuses on promoting and creating a work environment within the accounting profession that retains, promotes, and advances women to positions of leadership. The Council empowers women in the accounting profession by equipping them with career navigation and talent management knowledge, and creates a powerful national peer networking platform.

Provincially, CPABC is the second largest professional organization in B.C. with over

34,000 members. Women are well represented within its leadership structure, holding key roles at the executive table and senior management positions throughout the organization, and 45 per cent of CPABC's membership are female.

CPABC supports the goals of WE FOR SHE, recognizing the importance of gender equality and the need to develop more female leaders for executive roles within the business, government, and not-for-profit sectors. **SB**

Richard Rees, FCPA, FCA is President and CEO of CPABC.



2016 YEAR IN REVIEW

Beyond the headlines

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

Featuring:



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

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