



DISSECTING RESULTS OF THE 2019 FEDERAL ELECTION

Liberal Party of Canada wins most seats, will form minority government

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SOUNDING BOARD



THE OFFICIAL PUBLICATION OF THE GREATER VANCOUVER BOARD OF TRADE AND ITS MEMBERS | NOVEMBER 2019 | VOLUME 59 / ISSUE 10 | BOARDOFTRADE.COM

Board of Trade announces new President and CEO

LEADERSHIP | B.C. business leader Bridgitte Anderson will begin her new role at GVBOT on Nov. 12

The Greater Vancouver Board of Trade has announced that Bridgitte Anderson will assume the role of President and CEO later this month.

This announcement marks the conclusion of a thorough cross-country recruitment process, overseen by a CEO Search Committee consisting of Greater Vancouver Board of Trade directors and governors, with support from executive search firm Boyden.

"We are delighted to announce that Bridgitte Anderson will be taking the helm of our organization," said Lori Mathison, the Board of Trade's 2018-19 Chair, who also led the CEO Search Committee.

"Bridgitte is a respected leader in B.C.'s business community and brings a wealth of experience in communications, journalism, and public policy. This is an exciting day for the Board of Trade. We look forward to working with Bridgitte as she builds on our 132-year-old institution's history



I look forward to building on that momentum and working on behalf of our Members to ensure that our region's business community has a voice at all levels of government, and our local economy continues to prosper.



and helps write our next chapter."

For the past four years, Anderson has led the Vancouver office of Edelman, a global communications firm. Prior to that, she was Press Secretary to the Premier of British Columbia and a national and local journalist.

She previously served as Chair of the Board of Trade's Women's

Leadership Circle and has been a Board of Trade Director. Anderson is Co-Chair of the Jack Webster Foundation and holds an Institute of Corporate Directors Director designation.

"I am absolutely thrilled to be joining the team at the Greater Vancouver Board of Trade, Western Canada's most active and engaged business organization," said Anderson following the announcement on Oct. 17.

"Under the leadership of its previous CEO, Iain Black, the Board of Trade reinvented itself, experienced enormous success and reached new membership milestones. I look forward to building on that momentum and working on behalf of our Members to ensure that our region's business community has a voice at all levels of government, and our local economy continues to prosper."

Anderson will assume her new role at the Greater Vancouver Board of Trade beginning on November 12. SB



A changing industry

GVBOT's annual Energy Forum returns next month with keynote by LNG Canada's new CEO Peter Zebedee

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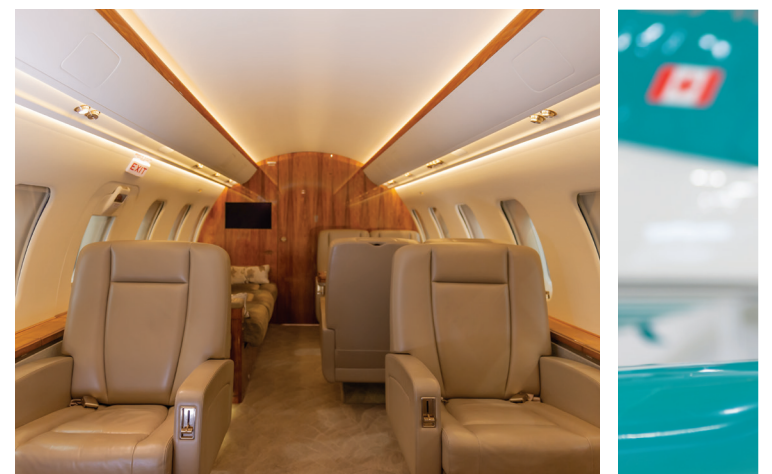
Coast Capital Savings exec Tracey Arnish talks gender equality

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2 EVENTS AND SPEAKERS

ECONOMY | GVBOT to host 2019 Energy Forum next month

Half-day event will explore sustainability, innovations, and strengthening relationships with First Nations communities

The Greater Vancouver Board of Trade's annual Energy Forum is slated to return on Dec. 13, presented by Bennett Jones.

This year's forum will feature a keynote address by Peter Zebedee, CEO of LNG Canada, and three expert panel sessions that will explore different facets of a rapidly evolving industry that underpins our nation's economy.

The next decade will be critical for Canada's energy sector. We have an opportunity to be a world leader in energy innovation and natural resource development. At the same time, there have been challenges, fluctuating prices, increased regulatory requirements, and geopolitical uncertainty. Decision makers and industry leaders must carefully navigate these conditions to responsibly develop and deliver Canada's energy products to market, all while tapping into opportunities for investment, innovation, and growth.

Canada is well-positioned to be an energy exporter of choice, providing our low carbon products to the world to reduce global emissions and create jobs here at



home. The responsible development of our resources provides revenues for governments and industry to invest in new technologies that will reduce emissions and support an energy transition.

The forum's first panel will explore environmental sustainability, innovative new technologies, and the investments that are improving environmental outcomes and transforming the energy landscape.

The second panel will focus on the future of natural resource development and distribution in Canada. They will discuss the impacts of innovation, balancing consumer needs with energy development, and gaining market

access for Canada's resources.

And finally, our third panel will discuss how businesses and Indigenous relationships are evolving from consultation towards deeper relationships including ownership. Ownership interests in infrastructure assets and the resulting stable financial returns that can be produced are seen by Indigenous peoples as a way to participate in the broader economy and generate own sourced revenues to provide improved socio-economic, health care, and education outcomes for their communities. **SB**

Registration is now open at boardoftrade.com/energy2019.

EMPLOYMENT | Preparing for a demographic shift

How aging boomers are impacting your business - and what to do about it

Within the next 15 years, over one-quarter of Canadians will be over the age of 65.

Canada is on the cusp of a major demographic shift, and we must ask ourselves how will our economy afford a massive investment for seniors living and care services and find the staff to deliver them?

Is your organization prepared for the inevitable demands of the "sandwich generation," who will take time away from work to care for aging parents? How will your ability to recruit and retain employees be impacted by the fact so many employees will need to live and/or work close to a loved one living with dementia? A critical conversation about the rising tide of an aging workforce is needed, that includes business leaders, non-profits, and government.

On Nov. 26, the Greater Vancouver Board of Trade will host a moderated discussion with Daniel Fontaine, one of Canada's foremost leaders representing the seniors' wellness and housing sector.

As CEO of BC Care Providers



Daniel Fontaine

Association since 2013 and the Past Chair of the Canadian Long-Term Care Association, Fontaine has been a vocal champion at the provincial and federal levels of government for reimagining the role of seniors' services in our society.

Join us as Fontaine discusses how your business can begin adapting, to ensure that you continue to thrive during the coming demographic shift. **SB**

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

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

THURSDAY, NOVEMBER 7, 2019

132nd AGM and State of the City address with Mayor Kennedy Stewart

11:30 a.m. - 2:00 p.m.

Fairmont Hotel Vancouver
900 West Georgia Street

Kennedy Stewart
Mayor of Vancouver

Presenting Sponsors: BCIT, Air Canada

Community Sponsors: Telus, Port of Vancouver

TUESDAY, NOVEMBER 19, 2019

The Port of Vancouver: National powerhouse, purposefully local

11:30 a.m. - 2:00 p.m.

Fairmont Hotel Vancouver
900 West Georgia Street

Robin Silvester
President and CEO
Vancouver Fraser Port Authority

Presenting Sponsor: CN

Supporting Sponsor: Boyden

Community Sponsors: Dentons, Hatch

Marketing Partner: Cargo Logistics Canada

Presented in partnership with: World Trade Centre Vancouver

FRIDAY, NOVEMBER 22, 2019

A path forward for B.C.'s forest products industry

11:30 a.m. - 2:00 p.m.

Fairmont Hotel Vancouver
900 West Georgia Street

Susan Yurkovich
President and CEO
BC Council of Forest Industries

Community Sponsors: Dentons, PwC

TUESDAY, NOVEMBER 26, 2019

Small Business Council

Thrive Series: How Canada's political landscape could impact your business

7:00 - 9:00 a.m.

Fairmont Hotel Vancouver
900 West Georgia Street

Supporting Sponsors: British Columbia Securities Commission, MNP

Preferred Media Partner: Daily Hive

TUESDAY, NOVEMBER 26, 2019

How aging boomers are impacting your business - and what to do about it

11:30 a.m. - 2:00 p.m.

Fairmont Waterfront Hotel
900 Canada Place

Daniel Fontaine
CEO
BC Care Providers Association

Presenting Sponsor: BC Care Providers Association

TUESDAY, DECEMBER 10, 2019

World Trade Centre Vancouver

International e-Commerce Essentials (ICE)

7:30 a.m. - 3:00 p.m.

Fairmont Waterfront Hotel
900 Canada Place

Project Funded by: Province of British Columbia, Greater Vancouver Board of Trade

Expert Partner: Fasken

Community Partner: Stagevision

FRIDAY, DECEMBER 13, 2019

Energy Forum Presented by Bennett Jones

7:30 a.m. - 12:00 p.m.

Sheraton Vancouver Wall Centre
1088 Burrard Street

Keynote Speaker:
Peter Zebedee
CEO
LNG Canada

SESSION 1:

Environmental sustainability & new technologies transforming B.C.

SESSION 2:

Energy Development, Distribution & Innovation

SESSION 2:

First Nations: Beyond Consultation to Consent and Ownership

Title Sponsor: Bennett Jones

Supporting Sponsor: Parkland Fuel Corporation

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POLITICS | Dissecting the results of Federal Election 2019

Liberal Party wins most seats, will form minority government

The results are in and the dust has now settled.

On Oct. 21, Canadians re-elected Justin Trudeau's Liberal Party with a total of 157 seats across the country. The Conservatives won the second most seats with 121 seats. The Bloc Quebecois won 32, while the New Democratic Party (NDP) and Greens finished with 24 and 3 seats, respectively.

Without a majority of seats, Prime Minister Justin Trudeau will now require support from at least one other party to pass legislation in Parliament. Unlike the British Columbia context, where the BC NDP and BC Greens govern with a formal agreement that outlines their collective priorities, expect the Liberal Party of Canada to seek support on an issue-by-issue basis.

The most likely partner for the Liberals will be either the NDP or the Bloc, depending on the issue. There is also an outside chance, for issues such as resource development and pipelines, that the governing Liberals find support from the Conservatives.

What's next

- Trudeau will remain Prime Minister, with the first order of business to choose a new cabinet. One interesting matter to watch will be how the Prime Minister approaches Alberta and Saskatchewan, given that the Liberals did not win any seats in those provinces.

- A date will be set for Parliament to reconvene and for new and returning Members of Parliament to be sworn in. Reconvening Parliament has taken up to a month in the past, but usually takes less time than that.

- Political operatives from each party, especially the NDP and Bloc, will begin outlining their demands for supporting the Liberal government.

Four takeaways for business

- The deficit is likely to increase from current levels of \$20 billion per year. The Liberals promised between \$9-17 billion in new spending per year over the next four years while the NDP proposed \$35 billion in new spending in the first year.



Prime Minister Justin Trudeau spoke at the Greater Vancouver Board of Trade last November about Canada's free trade agreements. Last month, Trudeau's Liberal Party won the most seats in the federal election. | FILE PHOTO

- Liberals are likely to build on their environmental agenda, finding support from the NDP and Bloc, with resource development and pipeline politics front and centre.

- While the NDP promised a bevy of tax increases for high income earners and corporations, expect the Liberals to be more cautious. Look for a new luxury tax on some items, a national version of B.C.'s housing vacancy tax, and a new tax on digital services.

- Indigenous policy, affordability measures, such as continued housing investments, and a national pharmacare program will all likely all be advanced.

- The major parties' platforms and other resources can be found on our election dashboard at boardoftrade.com/election2019.

Snapshot of British Columbia

- All four Liberal Cabinet Ministers from B.C. were re-elected: Joyce Murray, Carla Qualtrough, Harjit Sajjan, and Jonathan Wilkinson. Expect most, if not all, to remain in cabinet.

- Overall, the Liberals elected 11 MPs in B.C., losing 7 seats.

- The Conservatives elected 17 MPs, an increase of 8 seats.

- The NDP elected 11 MPs, losing 2 seats, while the Greens held at 2 seats.

- Jody Wilson-Raybould was elected as an Independent in Vancouver-Granville.

Final comment

While we have not seen political polarization to the extent of other countries around the world, regionalization was a prominent factor in this year's election. We saw the vote divided

between rural and urban areas. We saw the reinvigoration of Quebec nationalism and the resurgence of the Bloc. We saw the Conservatives sweep Alberta and Saskatchewan, while the Liberals had a strong turnout in Eastern Canada.

This election result is unlikely to please any of the parties, perhaps with the Bloc as an exception. In general, this election was a lackluster affair. This election focused more on the personalities of leaders and less on the key issues affecting the economy and prosperity in Canada.

Key issues of competitiveness, a slowing economy, the regulatory landscape, productivity, trade, and fiscal policy were, unfortunately, not front and centre in this campaign.

With darkening clouds on the economic horizon, the business community will need to redouble our efforts to advance the sustainable prosperity of the region and country. **sb**

Join the Greater Vancouver Board of Trade's Small Business Council on Nov. 26 for a panel discussion on how Canada's political landscape could impact local businesses. Learn more at boardoftrade.com/events.



Economic Outlook Forum with Bank of Canada Governor Stephen Poloz

Thursday, January 9, 2020 | 7:30 a.m. - 12:00 p.m.
Fairmont Hotel Vancouver | 900 West Georgia Street

Supporting Sponsor:



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Presented in partnership with:





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ABOUT THE PUBLICATION

Sounding Board is the Greater Vancouver Board of Trade's official publication, distributed to all its Members, as well as all subscribers of Business in Vancouver newspaper. Sounding Board is published 11 times per year by Business in Vancouver Media Group in partnership with the Greater Vancouver Board of Trade. The newspaper is read by business leaders and elected officials across B.C. and beyond, with a conservatively estimated total readership of 37,500.

ABOUT THE BOARD OF TRADE

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

MISSION STATEMENT

OUR PURPOSE is to support sustainable prosperity throughout the Greater Vancouver region.
OUR VISION is to be an active, innovative, trusted, credible business organization, known for influencing decision-makers, and educating, connecting with, and engaging our communities.
OUR MISSION is to provide leadership, information and connections, and public policy support that help ensure the Greater Vancouver region is competitive and the preferred Pacific Gateway for trade, commerce, and travel.
WE ARE informed, respectful, principled, collaborative, and professional.

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Member at large	Radha Curpen Vancouver Managing Partner Bennett Jones LLP
Interim CEO	David Crawford Greater Vancouver Board of Trade

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LEADERSHIP | All good things come to an end

Chair Lori Mathison reflects on her term as she prepares to pass the torch to Kari Yuers at GVBOT's 132nd AGM

BY LORI MATHISON

As we approach our 132nd Annual General Meeting on Nov. 7, my term as Chair of this crucial community-building organization draws to a close.

Like many big changes in life, this moment is bittersweet for me. Serving as your 2018-19 Chair has been an immense honour that I will cherish as one of the highlights of my professional career. But all good things come to an end, and now it's time for me to pass the torch to your Incoming Chair, Kari Yuers – a phenomenal business leader and longtime champion of the Board of Trade.

When I was asked to identify some of the highlights from my term, it was hard to know where to begin. The past year has been tremendously busy for the organization, with remarkable successes worth celebrating in our advocacy efforts, membership growth, and of course, our events department.

Our event with former U.S. President Barack Obama is one of the memories that immediately jumps to mind when many people reflect on the past year – myself included. It was such an impactful evening, with more than 3,500 guests packed into the Vancouver Convention Centre, set against the backdrop of the picturesque North Shore mountains at dusk.

In his fireside chat, Obama wowed the audience as he reflected on his eight years in the White House and shared his insights on some of the biggest challenges facing humanity in the 21st century.

March 5, 2019, is an evening that left an indelible impression on all in attendance. In hosting President Obama, our organization secured our position as the leading convener of the business



Lori Mathison

community in Vancouver and created a memory of a lifetime.

One of the objectives I set for our organization was to advocate for solutions to improve economic conditions in the region, especially housing affordability in our region – a persistent challenge identified in *Scorecard 2018* that affects talent attraction and retention. I am exceptionally proud of the report we released earlier this summer, entitled *More Homes, More Choices*, which lays out a pragmatic, holistic, and solution-oriented approach to the housing affordability challenges facing our region – including four key steps the federal government could undertake.

The second objective I identified was to promote and foster democratic engagement, which our team delivered on in spades, particularly around the 2018 municipal elections last fall and in the lead up to the 2019 federal election. As part of our engagement around both elections, we listened to the business community through comprehensive surveys, so we in turn could make sure that candidates and parties were informed about the issues that matter most to our region's business community.

We also took our duty to ensure that our Members were informed about the substantive issues facing our communities and countries very seriously, with the creation and timely updates to our 2018 Local Elections Dashboard and 2019 Federal Election Dashboard.

My third and final priority was for our organization to continue its steady focus on advancing policies and initiatives aimed at driving economic growth and prosperity for our region. This theme is evident in nearly everything we do at the Board of Trade, including our advocacy efforts around taxation and the provincial and federal governments, as well as our annual policy forums throughout the calendar year.

I'd be remiss if I didn't conclude this message by thanking our former President and CEO, Iain Black, for his eight years of invaluable service to this organization. Under his leadership, the Board of Trade truly reinvented itself, experienced phenomenal financial success, and had a renewed sense of relevancy as Western Canada's most active and engaged business organization.

I'd also like to thank Interim CEO David Crawford for leading the Board of Trade with absolute distinction during the transition, and want to congratulate Bridgitte Anderson, who has recently been announced as our next CEO and will assume her post later this month. I believe the Board of Trade will have a bright future under her leadership and look forward to working with her as she helps write the next chapter of our history. Thank you. **SB**

Lori Mathison is 2018-19 Chair of the Greater Vancouver Board of Trade. She also serves as President and CEO of the Chartered Professional Accountants of British Columbia.



NOTICE OF MEETING

In accordance with Bylaw 11.10 — Notice of Meeting — Notice is hereby given that the 132nd Annual General Meeting of the Greater Vancouver Board of Trade will take place on Thursday, November 7, 2019, at the Fairmont Hotel Vancouver, Vancouver Island Room, 900 W. Georgia St., Vancouver, B.C.

The meeting's purpose is to elect directors, approve the audited financial statements for the year ended July 31, 2019, receive reports and the conduct of such other business as may properly come before the meeting.

Registration for the Member-Only Business Portion of the AGM will begin at 10:00 a.m. followed by the meeting at 10:30 a.m. - 11:30 a.m.

Register at boardoftrade.com/agm2019

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Jordan Boichuk, Director, Customer Experience

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



Canadian ice dancer and Olympic Gold Medalist Tessa Virtue was the keynote speaker at the sixth annual We For She Conference on Oct. 1 at the Vancouver Convention Centre West. This year's theme was 'Connecting for Change' and drew a crowd of more than 1,300 business leaders, students, and educators from across the province. Pictured above, Virtue is interviewed on stage about perseverance and ambition by Catherine Decarie, Senior Vice-President of Channels and Marketing for Export Development Canada. | MATT BORCK



GVBOT's Incoming Chair Kari Yuers speaks with some of the 800 students who attended We for She 2019 from high schools throughout B.C. | MATT BORCK



A camera crew from CBC Vancouver stopped by the conference to interview students about their views on the importance of gender equality and creating a more equal future. | MATT BORCK



The Board of Trade partnered with National Basketball Association to host a conversation with senior executives from the Dallas Mavericks and LA Clippers on Oct. 17, prior to the NBA Canada Series at Rogers Arena. | NBA CANADA



World Trade Centre Vancouver hosted a panel discussion on Sept. 27 on how to develop and deploy an integrated Asian export strategy. The discussion took place after the presentation of the TAP Export Plan Awards. | GOOD SIDE PHOTOGRAPHY



Award-winning singer-songwriter Serena Ryder delivers a passionate and powerful keynote address on her personal mental health journey. 'It's when we don't allow ourselves to fall apart that we become mentally ill,' Ryder told the crowd at GVBOT's Women's Health Care Forum presented by Pacific Blue Cross. | MATT BORCK

Did you know the Greater Vancouver Board of Trade hosts more than 100 speaker events, seminars, and networking receptions each year?

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

DIVERSITY | Engaging men as change agents**Coast Capital Savings exec Tracey Arnish shares insights on gender equality**

Engaging men as change agents was the topic of an event hosted by the Greater Vancouver Board of Trade in September, as part of national Gender Equality Week.

Keynote speaker Mitzi Dean, B.C.'s Parliamentary Secretary of Gender Equality, joined an expert panel on how corporate performance can be enhanced through diversity.

In the Q&A below, Tracey Arnish, Chief Member Experience Officer for Coast Capital Savings, sets out here the issues discussed with fellow panellists Walter Pela, Regional Managing Partner for Vancouver KPMG, and Emree Siaroff, Chief Human Resources Officer and Senior Vice President for Stantec. The moderator was Rachel O'Connor, Human Capital Oversight Lead for WATSON.

Why is gender equality beneficial to an organization?

Diverse voices, experiences, and thinking are good for the bottom line. Inviting more women to the table in a meaningful way and at all levels of an organization brings a new perspective

to business decisions through a different understanding of customers and employees. You have a much more well-rounded, more robust and, research shows, more profitable business.

How does an organization inform men about workplace inequalities?

Men are still disproportionately represented in leadership and government roles in Canada. Women need men on their side to make tangible changes, faster. Men in leadership must take an interest in advancing gender equality. It starts with creating an understanding of the challenges women still face – and the benefits, for all of us, of gender equity.

How can an organization engage men in gender equality initiatives?

First, men have to start asking how to engage. Male leaders must actively commit to gender equality. Then, equality needs to be built into an organization's ethos, culture and operations through, for example, policies that support a more balanced

division of family labour, shared parental leave, and communications that profile the successes of women. Finally, we should welcome and invite men to participate in women's networking events.

What are some biases men have related to gender equality?

Two common biases are that women are too emotional and that women with children can't or don't work as hard as others. Many male hiring managers overlook qualified women because they are young. Perhaps they don't want to deal with filling a maternity leave, or they assume women won't be as productive if they do start a family. Organizations then lose out on the talent of women who are eager to develop into increasingly senior roles.

What barriers prevent men from being change agents and how are these addressed?

Gender equality requires action by both men and women. Men don't often feel there is a benefit to them in achieving workplace equality and pay equity – which the research shows is simply not true. Organizations that champion women and focus on their



Tracey Arnish

development at all levels do better. It has a tangible effect on the bottom line. Talking about men as change agents and celebrating the men who embrace that and commit to making a difference is how we tear those barriers down.

What programs has Coast Capital Savings introduced to engage men? How do you measure success?

We emphasize diversity and inclusion. We have several "infinity groups" each with a different mandate to promote awareness of underrepresented groups. This includes a Business Women's Network that champions gender equality. It hosts events to drive

awareness and men are invited to attend and sit on panels. Our executive team and board of directors are strongly female, ensuring gender equality is prioritized at the highest levels. Over half of our board of directors and 50 per cent of our executive team are female. Having women at the top championing other women is absolutely key.

What can women do to engage men in a more meaningful way?

As a mother to a young son, one of the tangible ways I work towards engaging men in a more meaningful way is being very intentional in how I am raising a young man. Hold men accountable, teach women to stand up, expect more and demand more. Expect men to hold their colleagues, friends, and family accountable for championing and treating women as equals. Ask the men in your life to challenge misogynistic norms. Expect men in powerful positions to advance gender equality and pay equity. Expect it, ask for it, and speak up when it isn't being done or spoken about. **SB**

Learn more about the Women's Leadership Circle and how to get involved at boardoftrade.com/wlc.



The Port of Vancouver:

National powerhouse, purposefully local

Tuesday, November 19, 2019 | 11:30 a.m. – 2:00 p.m.

Fairmont Hotel Vancouver | 900 West Georgia Street

**Robin Silvester**

President and CEO
Vancouver Fraser Port Authority

Join Robin Silvester, port authority president and chief executive officer, as he talks about the increasing opportunities Canada's largest port is attracting to the region.

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boardoftrade.com/port2019

**Susan Yurkovich**

President and CEO
BC Council of Forest Industries

Susan Yurkovich, President & CEO of the BC Council of Forest Industries, will address these questions and set out a path forward on choices we can collectively make today to ensure a bright future for the forest industry in B.C.

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GREATER VANCOUVER
BOARD OF TRADE



Energy Forum

Presented by Bennett Jones

Friday, December 13, 2019 | 7:30 a.m. - 12:00 p.m.

Session 1: Environmental sustainability & new technologies transforming B.C.

Session 2: Energy development, distribution & innovation

Session 3: First Nations: Beyond consultation to consent and ownership

Title Sponsor:



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