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**Robin Silvester**

President and CEO,  
Port Metro Vancouver

Friday November 28, 2014

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# SOUNDING BOARD

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

“It’s moments like these that reinforce the importance of the public policy and advocacy work we do.” VBOT Chair Janet Austin, pg. 4

NOVEMBER 2014 • VOLUME 54 • NUMBER 10

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# Mayoral Race 2014

We surveyed our Members and posed your questions to Vancouver’s leading Mayoral candidates.



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# People, profit, and the planet

Port Metro Vancouver CEO discusses his organization's 'triple-bottom mandate' Nov. 28

On Nov. 28, **Port Metro Vancouver** President and CEO **Robin Silvester** returns to **The Vancouver Board of Trade** to give his annual update to the city's business leaders on how our port is working to manage it's "triple-bottom mandate."

In his presentation, Silvester will discuss how responsible and collaborative long-term planning, pragmatic leadership, and effective processes are needed to facilitate trade, protect the

environment, and connect communities.

Port Metro Vancouver is federally mandated to balance people, planet and profit, ultimately to ensure Canada is ready for growth as a trading nation in the right way.

Canadian ports are critical to Canada's economic development and must balance a dynamic range of commercial, community and environmental factors when planning for the

future of our gateways. At stake is the prosperity and quality of life for all Canadians.

Since 2009, Silvester has been the President and CEO of Port Metro Vancouver, Canada's largest gateway to the Asia-Pacific region and a vital part of a supply chain that connects communities across Canada with economies around the world.

Immediately prior to joining the Port, Silvester served as

Chief Executive for the property and facilities management business **United Group Services ANZ** in Australia.

Before that, he spent a significant portion of his career as a member of the **P&O Ports** global executive team, with placements in Vancouver, London and Sydney, Australia.

For more information, or to purchase tickets for Silvester's annual address, visit [boardoftrade.com/events](http://boardoftrade.com/events).



Robin Silvester, President and CEO, Port Metro Vancouver

## EVENTS CALENDAR UPDATE

See our full events calendar at [boardoftrade.com/events](http://boardoftrade.com/events)

MONDAY, NOVEMBER 17, 2014

### The Pacific Alliance: Seizing business opportunities in the Americas

11:45 a.m. – 2 p.m.

**Alfonso Silva**, Ambassador, Chile

**Nicolas Lloreda-Ricaurte**, Ambassador, Colombia

**Francisco Suárez**, Ambassador, Mexico

**José Antonio Bellina Acevedo**, Ambassador, Peru

**David Morrison**, Assistant Deputy Minister for the Americas at Canada's Department of Foreign Affairs, Trade and Development

The Fairmont Waterfront — Waterfront Ballroom

900 Canada Place

*Presenting Sponsors:*

*SFU Beedie School of Business Americas MBA for Executives, Goldcorp*

TUESDAY, NOVEMBER 18, 2014

### CYP Development Series: Negotiating to Win with Shane Gibson

5:30 – 7:30 p.m.

Coast Coal Harbour Hotel

1180 W Hastings Street

WEDNESDAY, NOVEMBER 19, 2014

### Profit from Partnership: Benefiting your business

11:30 a.m. – 2 p.m.

**Kathy Kinloch**, President, British Columbia Institute of Technology

Pan Pacific Vancouver — Crystal Pavilion

999 Canada Place

*Presenting Sponsor: BCIT*

THURSDAY, NOVEMBER 20, 2014

### Air Canada: Seizing Global Opportunities

11:30 a.m. – 2 p.m.

**Calin Rovinescu**, President and CEO, Air Canada

Fairmont Pacific Rim — Star Sapphire Ballroom

1038 Canada Place

*Presenting Sponsor:*

*Vancouver Airport Authority Media Partner: The Globe and Mail*

TUESDAY, NOVEMBER 25, 2014

### The Turnaround League: Innovation Lessons from the CFL Commissioner

11:30 a.m. – 2 p.m.

**Mark Cohon**, Commissioner, Canadian Football League

Hyatt Regency Vancouver — Regency Ballroom

655 Burrard Street

*Supporting Sponsor In-kind:*

*PSAV Presentation Services*

WEDNESDAY, NOVEMBER 26, 2014

### Vancouver and Ivanhoe Cambridge: A special relationship

11:30 a.m. – 2 p.m.

**Daniel Fournier**, Chairman and Chief Executive Officer, Ivanhoe Cambridge

Fairmont Hotel Vancouver — Pacific Ballroom

900 West Georgia Street

*Presenting Sponsor: Ledcor Group*

*Supporting Sponsors: Stantec, PCL Construction Leaders Media Partner: The Globe and Mail*

FRIDAY, NOVEMBER 28, 2014

### Port Metro Vancouver: Managing its triple-bottom mandate

11:45 a.m. – 2 p.m.

**Robin Silvester**, President and Chief Executive Officer, Port Metro Vancouver

Westin Bayshore — Grand Ballroom

1601 Bayshore Drive

*Presenting Sponsor: CNS*

*Supporting Sponsor: CN Media Partner: The Globe and Mail*

## Four Ambassadors share the stage

Pacific Alliance members talk business opportunities at VBOT Nov. 17

Join us on Nov. 17 when **The Vancouver Board of Trade** hosts **Four Ambassadors** from the four Pacific Alliance countries: Chile, Colombia, Mexico and Peru.

The Pacific Alliance is a regional integration scheme that builds upon free trade agreements among all four members, and seeks clear economic integration objectives such as free circulation of goods, services, capital and persons.

Pacific Alliance member countries account for 36 per cent of total GDP in Latin America, 50 per cent of total Latin American trade, and more than 40 per cent of total foreign direct investment flows into the region. In addition to promoting economic growth, competitiveness, innovation and widespread prosperity among its members, it has become a powerful platform for cooperation and coordination.

Since its inception in 2011, more than 30 countries have been accepted as observers, including major global economies such as Canada, Germany, Japan and the United States.

During the IX Pacific Alliance summit that took place in Punta Mita, Mexico, last June, the Presidents of Peru, Mexico, Chile and Colombia confirmed their determination to promote an open regionalism.

"For Western Canada, the Pacific Alliance is an important market in which companies could have privileged access for establishing regional supply chains to trade with Asia and for natural resource development," says **Carlo Dade**, Director of the **Center for Trade and Investment Policy, Canada West Foundation**.

"For small and mid-sized companies, the Pacific Alliance offers a sophisticated and lower-risk entry point for expanding abroad."

This event should not be missed by companies that want to break into Pacific Alliance markets, or by those in sectors such as construction and infrastructure, energy, mines and metals, green technologies, IT, electronics, forest products and much more.

In addition to the four ambassadors, the event will also feature remarks by **Don Lindsay**, President and CEO of **Teck Resources**, and **David Morrison**, Assistant Deputy Minister for the Americas at Canada's Department of Foreign Affairs, Trade and Development

The event is being presented by **SFU Beedie School of Business**, which now offers an Americas MBA for Executives.

To reserve your ticket, visit [boardoftrade.com/events](http://boardoftrade.com/events).

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

Read past issues online at [boardoftrade.com/soundingboard](http://boardoftrade.com/soundingboard)



# Results from VBOT's 2014 Municipal Election Survey

BY GREG HOEKSTRA

As Vancouverites prepare to head to the polls, **The Vancouver Board of Trade** has released results from its *2014 Municipal Election Survey*, giving insights into some of the top priorities and concerns of Greater Vancouver's business community.

The survey was launched earlier this fall as part of The Vancouver Board of Trade's efforts to inform and engage local businesses in the lead-up to the Nov. 15 election. The survey results were then used to shape the conversation at two Vancouver Board of Trade events with Mayoral candidates **Kirk LaPointe** on Oct. 15 and **Gregor Robertson** on Oct. 21.

"As the civic election enters its final stretch, we felt it was important to take the pulse of Greater Vancouver's business community," said **Iain Black**, President and CEO of The Vancouver Board of Trade. "It was crucial that we hear directly from our Members — the business owners and job creators of our region — about their priorities, so that we have a clear mandate to bring those issues to the forefront."

As a policy-focused, but non-partisan, organization The Vancouver Board of Trade has worked to positively engage both of the leading candidates for mayor and council, noted Black. This has involved productive and ongoing discussions with both leading parties, two separate breakfast

events with the candidates, and the opportunity to answer an unedited Q&A in this month's issue of *Sounding Board* (see pages 6 and 7).

"We've posed some tough questions to both candidates about economic issues, stemming directly from the survey results," said Black, noting that 66 per cent of survey respondents said they want the **City of Vancouver** to pursue ways to champion the development of energy, natural resources and port facilities.

In the survey, Members were asked to pick the top three issues that were important to them — and their businesses — in the coming election. Of the respondents, 68 per cent chose public transit and infrastructure, 50 per cent chose real estate development, increased density and long-term planning, and 40 per cent chose community engagement and government transparency.

When asked what changes they wanted the next municipal government to pursue in regards to transportation, 49 per cent chose "Properly fund transportation and transit development without shifting the burden further on to business." A total of 46 per cent chose "Better traffic management during development and/or construction," while 34 per cent chose "Remove existing bike lanes."

Eighty-one per cent said it is either "important" or "very important" to them that the City

of Vancouver expands on its economic strategy.

In terms of how local government can help small businesses, respondents suggested reducing red tape, reducing business taxes, reducing parking restrictions and/or parking rates, increasing benefits for small businesses, and increasing green initiatives.

Of the survey respondents, 93 per cent said they plan to vote in the upcoming municipal election.

Full survey results are available under the "News" section at [boardoftrade.com](http://boardoftrade.com).

7. What do you see as the most important issues for you and your business in the upcoming Municipal election? (please pick no more than three)

Response	Chart	Percentage	Count
Public Transit and Transportation Infrastructure		68.1%	143
Real Estate Development, Increased Density, and Long-Term Planning		50.5%	106
Affordable and Social Housing		34.8%	73
Homelessness		17.6%	37
Loss of Industrial Land		21.0%	44
"Greenest City" Initiatives		17.6%	37
Community Engagement / Government Transparency		40.0%	84
Business Property taxes		26.7%	56
Other, please specify...		21.9%	46
<b>Total Responses</b>			<b>210</b>

The Vancouver Board of Trade

## The Turnaround League

Innovation lessons from the CFL's Commissioner

The **Vancouver Board of Trade** is pleased to announce it will co-present CFL Commissioner **Mark Cohon** on Nov. 25, together with the **BC Lions** and the **102nd Grey Cup Festival**.

The CFL is a storied sports league, a cultural institution, and an outstanding national brand. But, like any other business, it faces daunting challenges. How it stays relevant, and how it thrives in the face of many obstacles, makes for a powerful lesson in reinvention and innovation.

Today, the CFL is doing better than ever. Why? And what can your company learn from its triumphs? On Nov. 25, Cohon explains



Mark Cohon, Commissioner, Canadian Football League

how he's turned the CFL into a world-class organization, admired by business schools, rival leagues, and leading corporations alike. With magnetic appeal, Cohon will talk about how to innovate in any environment, under any circumstances, to tremendous results.

This special event will take place just days before the 102nd Grey Cup game in Vancouver. Attendees will be eligible to win a special door prize, including two passes to the Grey Cup Festival concert series and two tickets to the championship game.

For more information, or to register, visit [boardoftrade.com/events](http://boardoftrade.com/events).

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# SOUNDING BOARD

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As the official publication of The Vancouver Board of Trade, the *Sounding Board* newspaper provides analysis and discussion of regional and national issues facing the business community, along with input from member companies, allowing them to raise their profile in the business community.

*Sounding Board* is published 12 times per year by Business in Vancouver Media Group in partnership with The Vancouver Board of Trade.

*Sounding Board* is read by leading business executives and their employees. The paper has a primary circulation of 12,500 and a conservatively estimated total readership of 37,500.

## ABOUT THE VANCOUVER BOARD OF TRADE

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

## OUR MISSION STATEMENT

The Vancouver Board of Trade works in the enlightened interest of its members to promote, enhance and facilitate the development of the region as a Pacific centre for trade, commerce and travel.

## OUR BASIC PRINCIPLES

The Board of Trade believes that the market system is the only system that works effectively in the allocation of scarce economic resources for efficient and stable economic growth and job creation. The Board of Trade recognizes the imperfections of the market system and supports the need for publicly provided services such as social services, health services and public education. The Board supports the philosophy of less government involvement in the business sector and believes that governments should not do what can be done in whole or in part by the private sector.

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# Advocacy in action

BY JANET AUSTIN

*Important. Insightful. Inspirational.*

I've heard those three words repeated often in recent days, as feedback pours in from our sold-out event in late October, *B.C. Economic Forum: Women as a catalyst for growth*.

This full-day working forum might be the most ambitious and content-rich event I have been a part of in my five years on **The Vancouver Board of Trade's** board of directors – and that's saying something, considering that we've hosted hundreds of events over that period!

For eight hours on Oct. 24, more than 400 participants took part in facilitated discussions and heard from five high-profile women leaders, including the Honourable **Kellie Leitch**, Canada's Minister of Labour, and the Honourable **Christy Clark**, Premier of British Columbia.

**Global BC** even featured the forum on the six-o'clock news, casting the crucial conversation into the provincial spotlight. But most importantly, the forum generated many innovative and practical recommendations for businesses and government.

Recommendations from the forum were documented by note takers and will be compiled into a formal *Action Plan*, aimed at increasing the number of women in senior leadership positions, small business, non-traditional jobs, and emerging sectors. Once complete, the Action Plan will be shared with Premier Christy Clark through the **Premier's Women's Economic Council** – one of our key organizing partners, along with **The WEB Alliance of Women's Business Networks**.

I am exceptionally proud that our organization helped facilitate such a landmark event during my year as Chair. The feedback from this forum will lead to direct changes in public policy, which in turn will increase the number of women actively participating in B.C.'s economy.

I would like to extend my

heartfelt thanks to the forum's co-chairs, **Jill Earthy** (Co-Founder of The WEB Alliance and Regional Director, BC & Yukon, **Futurpreneur Canada**) and **Lois Nahirney** (Chair of the Premier's Women's Economic Council and Executive Vice President of Corporate Resources, **Teekay Corporation**). An event of this size and scope takes many months of planning, and we simply couldn't have pulled it off without their expertise and countless volunteer hours, along with the diligence and hard work of our own staff, particularly **Amelia Wong**, **Rebecca James**, and **Austin Nairn**.

## WLC instrumental in policy changes

In mid-October, I received an email from **Jill Scharr**, Chair of our **Women's Leadership Circle**, advising me of some more exciting news.

As anticipated, the **Ontario Securities Commission** (OSC) has formally approved new legislation, which will require non-venture companies to report on the representation of women in senior management and on their board of directors. The new rules will come into effect in regions across Canada on Dec. 31, in time for the 2015 proxy season.

As reported in previous issues of *Sounding Board*, the Women's Leadership Circle played a key role in providing suggestions to the OSC in early 2014, and we are thrilled to see many of our recommendations be implemented into legislation next month. It's moments like these that reinforce the importance of the public policy and advocacy work we do at The Vancouver Board of Trade.

## Ports, airplanes, and Grey Cup Fever at VBOT

Our busy fall events calendar continues into November, with a diverse group of high-profile executives speaking to us from a variety of industries this month.

On Nov. 28, **Port Metro Vancouver's** President and CEO,



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

**Robin Silvester**, will give his annual address to The Vancouver Board of Trade. I'm told this year's speech will focus on how responsible and collaborative long-term planning, pragmatic leadership and effective processes are needed to facilitate trade, protect the environment, and connect communities.

The CEO of Canada's largest airline, **Air Canada**, will give his second annual address to The Vancouver Board of Trade on Nov. 20. In his remarks, **Calin Rovinescu** will talk about the airline's relationship with Vancouver – including plans to invest in aircraft, technology and routes to capture a greater share of global traffic flows from the Asia Pacific. (For more details, read Rovinescu's op-ed on page 9).

And of course, on Nov. 25 we are excited to host **CFL Commissioner Mark Cohon**, in tandem with the **102nd Grey Cup Festival**. In this business event, Cohon will talk about the reinvention and innovation of the CFL, and we'll be giving away two tickets to the championship game on Sunday, Nov. 30 at BC Place!

As always, I encourage you to visit [boardoftrade.com/events](http://boardoftrade.com/events) for full details on these and many other events we have coming up. After all, there's no better way to meet fellow Members and grow your network than by face-to-face networking at an event with some of Vancouver's most engaged business leaders.

*Janet Austin is 2014-15 Chair of The Vancouver Board of Trade and CEO of YWCA Metro Vancouver.*

## Get your business into the game!

Women business owners are declaring themselves "game-ready" in the countdown until Canada hosts the FIFA Women's World Cup in 2015.

To help Canadian businesses make the most of this global opportunity, the **Women's Enterprise Centre** (WEC) has launched a Major Events Supplier Database – a portal that helps connect visiting soccer federa-

tions, corporations, broadcasters and sports tourism operators with local women-owned, minority-owned and LGBT-owned businesses.

The database, supported through the federal ministry Status of Women Canada, is hosted on the WEC's Supplier Diversity Canada website. Register your company today at [supplierdiversitycanada.ca](http://supplierdiversitycanada.ca).

# Food scraps program required for all Vancouver businesses

BY ALBERT SHAMESS

Since the adoption of the Greenest City 2020 Action Plan, Vancouver has been aggressively working to reduce the amount of waste produced and sent to the landfill. The **City of Vancouver** set a target to reduce the amount of solid waste going to the landfill or incinerator by 50 per cent from 2008 levels. Achieving this requires recovering organics from the waste stream in all sectors — residential, commercial and industrial.

Recycling food scraps has many benefits. It reduces the amount of garbage, cuts down on global warming pollution and creates a useful compost product for local gardens and farms. Since the introduction of the Green Bin Program in 2012, and the switch to weekly organics pick-up and bi-weekly garbage pick-up, the amount of garbage collected by the City decreased by 40 per cent — that's about 24,500 tonnes fewer each year.

The Green Bin Program, now in place in almost 100,000 single-family/duplexes households and

approximately 1,800 multi-unit residential buildings currently serviced by the City, continues to yield success. In the first full year since switching to the new waste collection schedule, the recovery of organic material for composting increased by 64 per cent, and the amount of recyclables increased by 10 per cent.

In January 2015, a **Metro Vancouver** ban on disposing food scraps in landfills and incinerators will come into effect across the region. It will apply to everyone including the business, industrial and institutional sectors. The regional ban will mean that food scraps, such as raw foods, cooked foods, plate scrapings, leftovers, packaged food, meat, bones, etc., will be restricted from disposal with regular garbage.

To compliment Metro Vancouver's efforts, the City amended its solid waste bylaws in October 2014 to reflect the upcoming regional changes. The City's bylaws also restrict food scraps from disposal in the garbage and require that a food scraps diversion plan be developed by every business and property in Vancouver.

City staff continue to provide assistance to all sectors to prepare for the ban. Through workshops, presentations and meetings with businesses, private haulers, industry associations and property management companies, information about the ban and bylaw requirements as well as service options have been shared. The City's website has details and resources for residents, property managers, strata councils, business owners and the wider public sector alike.

The City encourages those without a program to learn more about the upcoming disposal ban as well as the City's amended bylaws, and, to work with service providers to set up a food scraps collection program.

The ambitious but achievable goals we have to become the world's Greenest City are predicated on sound policy decisions, operational effectiveness and participation by all. Recycling food scraps is a simple, yet extremely impactful way to help us get there.

*Albert Shames is Director of Waste Management for the City of Vancouver.*

# VBOT applauds review of solid waste management plan

BY GREG HOEKSTRA

A decision by the Province to formally review **Metro Vancouver's** solid waste management plan has garnered strong support from **The Vancouver Board of Trade**.

B.C.'s Minister of Environment, **Mary Polak**, announced the review Oct. 17, in response to a number of public concerns surrounding Metro Vancouver's proposed Bylaw 280 — including concerns from the business community about stifling competition and the potential doubling of garbage removal costs for businesses.

The news was of great significance for The Vancouver Board of Trade, which has been working on this file for several years on behalf of its 5,000 business Members.

Moving forward, The Vancouver Board of Trade pledges to work alongside both the Ministry and Metro Vancouver as they navigate through a three-month review process and chart a path forward.

"This is a difficult decision for any Minister to make, but we believe it's a smart idea to hit the pause button, take a step back, and take a critical look at our region's



Mary Polak, B.C.'s Minister of Environment, speaking to media. **File photo**

overall solid waste plan," said **Iain Black**, President and CEO of The Vancouver Board of Trade.

Black said the region's business community is strongly in favour of increasing waste diversion, but believes the targets can be met through private-sector solutions, which would create jobs and contribute to the economy.

"We look forward to working with our Members and Metro Vancouver on building an integrated solid waste management plan that will continue to increase diversion from landfill, maximize recycling rates, and harnesses the competitive power of the private sector," said Black.



The Vancouver Board of Trade

## Air Canada: Seizing Global Opportunities

Thursday, November 20, 2014 | 11:30 a.m. – 2 p.m.

Fairmont Pacific Rim — Star Sapphire Ballroom  
1038 Canada Place Way, Vancouver



### Calin Rovinescu

President and CEO, Air Canada

Asia and the Pacific region are two of the fastest growing markets for air travel in the world. This represents a tremendous opportunity for Air Canada and, given its strategic position as a North American gateway, Vancouver.

Join us as President and Chief Executive Officer, Calin Rovinescu describes how Air Canada is transforming itself to capture a greater share of global traffic flows especially from Asia and the Pacific and is making significant investments in aircraft, product, technology and routes.

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## The Pacific Alliance Seizing business opportunities in the Americas

Monday, November 17, 2014 | 11:45 a.m. – 2 p.m.

The Fairmont Waterfront — Waterfront Ballroom  
900 Canada Place Way, Vancouver

### Featuring Ambassadors:



**Chile**  
Alfonso Silva



**Colombia**  
Nicolas Lloreda-Ricaurte



**Mexico**  
Francisco Suárez



**Peru**  
José Antonio Bellina Acevedo



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# Mayoral Race 2014

*We surveyed our Members and posed your questions to Vancouver's leading Mayoral candidates.*

## Kirk LaPointe

NPA Vancouver



**In an Oct. 2014 survey, 68 per cent of Vancouver Board of Trade Members indicated that public transit and transportation infrastructure was the most important civic issue for their businesses. Tell us how you plan to improve the movement of people and goods across our region.**

Traffic congestion is a major issue in our city. We need to find effective ways to reduce congestion without continuing divisive practices that have created a rift between cyclists and motorists.

Our transportation plan includes creating counterflow lanes on major arteries and supporting cyclists by promoting safe bikeways with community backing.

Six years into Gregor Robertson's mayoralty, we lack the necessary financing for a Broadway subway to address congestion in that corridor. I will get those discussions done sooner, and thus more affordably. In the meantime, we will immediately address capacity on the Broadway line and other stressed transit corridors by pushing for double articulated busses and additional routes to ease congestion.

**The 2015 referendum on the future of regional transportation is arguably the most critical economic challenge facing Metro Vancouver over the next 10 years. What role would you take? Would you champion a "yes" vote?**

I support a referendum question that is fair, clear, and realistic.

One thing we need to consider the implications of redirecting carbon tax revenues. By law, the tax must be revenue neutral, so any redirection of funds towards transportation must come from changes to its distribution. At the moment, its single biggest beneficiary – by far – is low income British Columbians. We must make sure we do not deepen their affordability problems.

In short order, we need to identify the mix of financing to make possible our transit expansion. I will vigorously advocate for a referendum that puts forward a fair and realistic plan. I will champion the interests of Vancouverites as I work with all stakeholders to ensure the strategy is achievable and effective.

**In that same survey of Vancouver Board of Trade Members, 66 per cent of respondents said they think the City of Vancouver should champion the development of energy, natural resources, and our Port. If elected, how would you support our natural resources sector and Port Metro Vancouver?**

Responsible resource development is part of our history, and unlike the current government, we are proud of it and will build upon it. The NPA wants Vancouver to host the regional offices of future responsible resource developments in our province, and we will work with the province to encourage this investment.

One misconception from our current mayor is that he seems to think you need to choose between a good environment and a good economy. I believe we can have both. I will work with the

province to send the message that Vancouver welcome investment and is open for business.

**Also in our recent Member survey, the third most important issue identified by respondents was government transparency and community engagement. As Mayor, how would you address this issue?**

Transparency creates confidence, and dialogue creates trust. In their six years, Gregor Robertson and Vision have dramatically reduced what the public knows about important issues: how tax dollars are spent, what officials think, and how effectively they run their programs.

I've spent a career in journalism fighting for open government, and I want to make Vancouver's the most open in Canada. We will achieve this through numerous measures: creating a bylaw requiring routine disclosure by the city, appointing an ombudsperson to represent the interests of citizens, a lobbyist registry, and permitting City employees to speak freely to the public, among others.

**Last month, The Vancouver Board of Trade hosted a panel discussion with real estate experts, titled "Why can't we afford to live in our own city? Local Solutions to Vancouver's Affordability Gap." What are your solutions? What strategies would you implement to make housing affordable to young families?**

Part of the struggle for young families in Vancouver is that they can't find high-paying jobs. Vancouver has the lowest median family income among all major cities in Canada, but the highest housing prices.

We would increase the stock of high-paying jobs in Vancouver by encouraging investment from all sectors, particularly the resource industry.

On affordable housing, we are focused on ways to make life more affordable for renters. Some solutions include a tax credit for new rental housing investments and adopting mixed tenure zones to increase stock. We would maintain these units under a covenant with the city.

**What other specific initiatives would you introduce in the next four years to bolster Vancouver's business community?**

We would be a first customer for locally developed technology that improves our quality of life. I would chair a Mayor's Council on Technology to attract international investment and projects. I would eliminate Vision's venture capital fund of \$900,000, because the city should not be in the business of choosing winners and losers. But I would ensure Vancouver receives its proper share of the \$400-million federal Venture Capital Action Plan.

We will also reorient the Vancouver Economic Commission towards attracting investment, rather than making grants, and encourage regional mayors and the province to collaborate on local economic development, rather than having each municipality compete for foreign investment.

**What's one thing Members of The Vancouver Board of Trade probably don't know about you?**

I saw The Beatles when I was six, and a half-century later, I still know my new music.



*Read the VBOT Municipal Election Survey Results.*

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# Head-to-head Q&A with Mayor Gregor Robertson and NPA challenger Kirk LaPointe.

**In an Oct. 2014 survey, 68 per cent of Vancouver Board of Trade Members indicated that public transit and transportation infrastructure was the most important civic issue for their businesses. Tell us how you plan to improve the movement of people and goods across our region.**

As mayor, I have strongly championed the Broadway Subway. This project is crucial to the corridor and our entire region. A Subway would keep our city moving by taking more than 50,000 cars off the road and reducing congestion. The NPA's Kirk LaPointe doesn't even know where the Broadway Subway is meant to start. Our Vision team has demonstrated consistent leadership on this issue. We have a comprehensive plan and the experience needed to get the project funded in the upcoming referendum and the Subway built.

**The 2015 referendum on the future of regional transportation is arguably the most critical economic challenge facing Metro Vancouver over the next 10 years. What role would you take? Would you champion a "yes" vote?**

Our Vision team would absolutely champion a yes vote in the 2015 transit referendum. We are long-time advocates for transit infrastructure funding and we understand the significance of the Broadway Subway to our city and region's future. The NPA have not demonstrated that they can take leadership on this issue and lack the basic facts. We will continue our advocacy over the next four years to get this built.

**In that same survey of Vancouver Board of Trade Members, 66 per cent of respondents said they think the City of Vancouver should champion the development of energy, natural resources, and our Port. If elected, how would you support our natural resources sector and Port Metro Vancouver?**

I am proud of the entrepreneurs, businesses, and economic drivers of our region. Port Metro Vancouver plays a significant role in creating jobs and contributing to our shared prosperity. Vision recognizes that the jobs of the future are in digital media and technology and we have focused on those industries accordingly. Vision's support for tech has resulted in significant investment in Vancouver, with a record 7 new office towers under construction now and thousands of jobs being created in the construction and tech industries.

**Also in our recent Member survey, the third most important issue identified by respondents was government transparency and community engagement. As Mayor, how would you address this issue?**

Our Vision team has led the way on making our city operations more open and consultative over the last two terms. We have enabled the release of information via our award-winning open data initiative and implemented a 311 information line to respond quickly and efficiently to questions from Vancouverites. We have also worked to engage citizens in decision-making through collaborative community plans and groundbreaking online consultation processes.

## Gregor Robertson

Vision Vancouver



**Last month, The Vancouver Board of Trade hosted a panel discussion with real estate experts, titled "Why can't we afford to live in our own city? Local Solutions to Vancouver's Affordability Gap." What are your solutions? What strategies would you implement to make housing affordable to young families?**

Our Vision team has focused on affordability over the last two terms, resulting in major progress in making our city more affordable for families. We have committed to building over 4000 new rental units over the next four years, more social housing units, and creating childcare spaces in communities to ensure children are supported and safe. The NPA has voted against over 500 social housing units in this past term and have demonstrated no vision for future expansion of affordable housing. Vision is the only team to move forward with a comprehensive and costed plan that can deliver on affordability in Vancouver.

**What other specific initiatives would you introduce in the next four years to bolster Vancouver's business community?**

We have worked hard as a city and in partnership with the Vancouver Economic Commission to make Vancouver a great place to do business. Our Vision team has demonstrated outstanding support for technology. We also established the Vancouver Entrepreneur Fund, a third-party managed fund of nearly one million dollars to support local jobs. This resource is made up entirely of private funds, not tax dollars. The NPA wants to scrap this Fund and eliminate support for entrepreneurs. We can't afford to go backwards -- Vision's continued leadership will encourage further investment and jobs across our city.

**What's one thing Members of The Vancouver Board of Trade probably don't know about you?**

My first business was literally a lemonade stand.



*Don't forget to vote!*

*Cast your ballot before polls close on Nov. 15.*

For more info, or to find your polling station, visit [vancouver.ca/vote](http://vancouver.ca/vote)





# Taking care of business

New BCIT President on how post-secondary institutions can help businesses turn a profit

BY KATHY KINLOCH

Most people know **BCIT** as a leader in applied learning; that we provide hands-on, practical and industry-relevant education for almost 48,000 students every year. Some see us as industry's educational partner; working together to produce the well-trained and talented employees companies need to succeed. Many of these employers know that, from BCIT, they can get workers trained to their sector's needs.

What is less well known — and what some of the biggest companies in the world like **Coca-Cola, McDonald's** and **SAP** are discovering — is that BCIT is a great business partner. BCIT can function as a company's R&D department designing, fabricating and testing new products or improving old ones. We can also serve as consultants to analyze and recommend improvements to products, processes, and assembly lines.

Lastly, we can serve as the training department for many businesses, developing flex-



Kathy Kinloch, President, BCIT

ible curriculum that meets the unique needs of their workplace on-site through industry training or in small classes at BCIT through part-time studies. (Visit [bcit.ca](http://bcit.ca) for more information.)

We work with businesses to solve challenges with them... and for them. Here are a few examples:

A footwear inventor approached us to develop a skate that could revolutionize hockey and figure skating. The skate monitors its wearer's activity level, timing, stride, balance,

exertion and coordination, in real time, as the skater moves over the ice. Working with BCIT a second-generation prototype is now in testing.

For many companies, purchasing is a complicated process fraught with chances for mistakes. Three BCIT business students were assigned to a company and recognized an opportunity — they developed a cloud-based procurement software package that can save a company thousands of dollars by monitoring purchasing, logistics, spending activity, and cash leakage. They received \$1.2 million in seed funding for **Procurify**, and what began as a class project in the BCIT School of Business is now helping clients on five continents.

Coca-Cola is a global leader in the beverage industry and produces hundreds of products in a dizzying array of bottles, cans, and multipacks. Changing their production line was a time-consuming process. They approached BCIT's Business Operations Management program for help (BOM takes on 50 such

projects a year.) A student team studied the company's production process, proposed alternative solutions, evaluated each and presented an implementation plan for the best option, which they determined would save 30 per cent in production time. Coca-Cola management estimated over \$60,000 in potential annual savings.

The construction industry needs reliable materials. Researchers at BCIT's Building Science Centre of Excellence test building materials before they are used in the field. They also work directly with the industry to define new building code standards and improve the types of materials used in building envelopes. This research will help avoid "leaky condo" crises in the future, and make high performance buildings more affordable and reliable.

BCIT partners on projects that cover a broad spectrum, from health and communications, to biotechnology and manufacturing.

Our teams continue to win awards and recognition for their applied research and groundbreaking solutions to the real world challenges of business, industry and society. And we are looking to expand that role.

We are looking for more partners. For people and organizations who are ready to take the next step from imagination to implementation.

To find out more on how BCIT can help your business, join me on Nov. 19 at **The Vancouver Board of Trade** for a panel discussion on the benefits of partnership.

*Kathy Kinloch is the first female President of the British Columbia Institute of Technology.*

On Nov. 19, BCIT President Kathy Kinloch will take part in a panel discussion with representatives from McDonald's, SAP, Terramera PlantScience, and Procurify. The discussion will be moderated by veteran broadcaster Bill Good. For more info, or to purchase tickets, visit [boardoftrade.com/events](http://boardoftrade.com/events).



## Welcome to some of our newest members

**Adesa Vancouver**  
[adesa.com](http://adesa.com)

**Alma Mater Society of UBC Vancouver**  
[ams.ubc.ca](http://ams.ubc.ca)

**Altus Group Limited**  
[atlugroup.com](http://atlugroup.com)

**Archiact Interactive**  
[archiactinteractive.com](http://archiactinteractive.com)

**BC Hydro**  
[bchydro.com](http://bchydro.com)

**BC Nurses' Union**  
[bcnu.org](http://bcnu.org)

**Enovus Energy**  
[enovus.com](http://enovus.com)

**Clear Seas**

**Consulate General of the Netherlands**

**Elegant Cloud Solutions**  
[elegantcloudsolutions.com](http://elegantcloudsolutions.com)

**Engagement Consulting**  
[inspire2engage.ca](http://inspire2engage.ca)

**First Services Hospitality Inc.**  
[firstservicehospitality.com](http://firstservicehospitality.com)

**Houle Electric**  
[houle.ca](http://houle.ca)

**Innovative Parts and Solutions Ltd.**

**LaSalle College Vancouver**  
[lasallecollegevancouver.com](http://lasallecollegevancouver.com)

**Laura Ballance Media Group**  
[lbgm.ca](http://lbgm.ca)

**Latino Canadian Chamber of Commerce/ BC Chapter**

**Lifca Trading Company**

**Myra Systems Corp.**  
[myra.com](http://myra.com)

**Oneworld Accuracy Inc.**  
[oneworldaccuracy.com](http://oneworldaccuracy.com)

**Shaw Sabey & Associates**  
[verticalgroup.ca](http://verticalgroup.ca)

**Shift Designs**  
[shiftdesign.ca](http://shiftdesign.ca)

**Sutton West Coast**

**Tapestry At Wesbrook Village**  
[discovertapestry.com](http://discovertapestry.com)

**Univar Canada Ltd.**  
[univarcanada.com](http://univarcanada.com)

**Vancouver Marriott Pinnacle Downtown**  
[marriot.com](http://marriot.com)

**Vancouver Public Library**  
[vpl.ca](http://vpl.ca)

**Ventures 4 Development (V4D) Inc.**  
[v4d.co](http://v4d.co)

**Virtually Yours Assistance**  
[vya4hire.com](http://vya4hire.com)

**Yellow Pages Group**  
[yp.ca](http://yp.ca)

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Vuitton Chan

Michael Chang

Jenny Chen

Kevin Chung

Lenny Ohm

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Simon Hui

Justin Hung

Stephen Ilagan

Zak Jacques

Qaid Jivan

Parveen Khtaria

Rebecca Kwong-Taylor

Kayli Drinkwater

**Leadership loves company**



# A strong hub and powerful gateway

Vancouver is key to Air Canada's global ambitions: CEO Calin Rovinescu

BY CALIN ROVINESCU

Vancouver consistently ranks among Canada's and the world's most liveable cities, which alone explains why airlines want to fly here. But once you couple that fact with the city's strategic position as a Pacific gateway, then having a strong presence in Vancouver and B.C. becomes imperative for any carrier with global ambitions.

**Air Canada** has made clear its intention to be a global leader in aviation and Vancouver is playing a key role in helping to realize this objective. We have invested substantially in Vancouver over the years and are today the largest operator at **Vancouver International Airport**, with an expected 53,000 departures this year, or 5.3 million seats. That equates to almost half of all flights from the airport, nearly two-and-a-half times those operated by our closest competitor.

In addition, Air Canada employs more than 4,000 people in the Vancouver region, a level of employment and a direct economic contribution no foreign carrier can come remotely close

to matching.

And our network is pretty extensive. In total, we will serve 46 destinations from Vancouver this winter, including nine in the South Pacific and Asia.

However, one can never stand still in business, particularly in a business as competitive as the airline industry. So we intend to keep growing our presence in Vancouver. Having increased our already substantial capacity nearly eight per cent between 2009 and 2013, we added a further 7.3 per cent between January and August of this year alone. In 2015, Vancouver will be our fastest growing hub, led by our new service to Osaka next summer.

To demonstrate our commitment, we have dedicated our newest aircraft, our Boeing 787 Dreamliner, to the Vancouver-Asia market. Starting in October, we will begin placing 787s on routes to Shanghai, Tokyo-Narita, Beijing and Seoul. Supplementing this will be additional flying by our leisure carrier, Air Canada Rouge, which has been growing its presence, this year adding Palm Springs.

Still, fixing our gaze on Asia does not mean we have turned our back on the intra-provincial or domestic market. We have added capacity to other B.C. communities, such as Fort St. John and Terrace, and elsewhere within Canada to destinations such as Fort McMurray, better linking them to Vancouver and providing connections for those travelling beyond. This supports both a healthy tourism industry and the province's thriving resource sector.

A strong hub and a powerful gateway have a direct correlation with economic development; that fact is incontrovertible. The B.C. government recognized this with its Connecting with the World aviation strategy, which calls for a 40 per cent increase in passenger traffic and a 70 per cent increase in cargo tonnage through Vancouver by 2020 — a goal Air Canada is helping the province reach.

Yet, we also want to ensure that the international playing field is level and that the right domestic policy and regulatory structures are in place respecting taxes, rates and charges to facilitate growth.



Calin Rovinescu, President and CEO, Air Canada

For this reason, we applauded the B.C. government when it eliminated excise taxes on aviation fuel, a far-sighted move that the Vancouver Board of Trade helpfully endorsed and that should promote aviation in B.C.

Another issue is air traffic rights, which in the end is a form of trade agreement between

countries. We strongly support liberalization that brings mutual benefits for both Canadian and foreign airlines, and have been advocates for open skies between Canada and each of the U.S., the E.U., Japan and China amongst others. However, we oppose and will continue to oppose the unilateral opening of our markets to foreign carriers whose home markets provide no reciprocal opportunities for Canadian carriers to increase traffic, either based on their home markets or their open hub/gateway strategies.

Ever since our company's inaugural flight took off from Vancouver in 1937, Air Canada has been a strong partner in the growth and development of this city. 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.

*Calin Rovinescu is President and CEO of Air Canada.*

On Nov. 20, Calin Rovinescu will give his second annual address to The Vancouver Board of Trade. To book your "boarding pass" visit [boardoftrade.com/events](http://boardoftrade.com/events).



The Vancouver Board of Trade

## Port Metro Vancouver: Managing its triple-bottom mandate

Friday, November 28, 2014 | 11:45 a.m. – 2 p.m.

Westin Bayshore — Grand Ballroom  
1601 Bayshore Drive, Vancouver



### Robin Silvester

President and CEO, Port Metro Vancouver

Join Port Metro Vancouver President and CEO Robin Silvester as he shares how responsible and collaborative long-term planning, pragmatic leadership and effective processes are needed to facilitate trade, protect the environment, and connect communities.

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The Vancouver Board of Trade

## Vancouver and Ivanhoé Cambridge: A special relationship

Wednesday, November 26, 2014 | 11:30 a.m. – 2 p.m.

Fairmont Hotel Vancouver - Pacific Ballroom  
900 West Georgia Street, Vancouver



### Daniel Fournier

Chairman and Chief Executive Officer, Ivanhoé Cambridge

In this address, Mr. Fournier will present how this Canadian company is playing a key role in Vancouver's future by redefining the urban living experience and the retail landscape for future generations.

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# Get out and vote!

Small Business Council urges Members to have their say

BY MARK HOAG  
AND BRAD PASHBY

As you hopefully know by now, the Vancouver municipal election is Nov. 15. Get out and vote! Regardless of your political leanings, this is a time to ensure that the voices and concerns of the local business community are heard.

Have you also considered getting more involved with **The Vancouver Board of Trade?**

The Small Business Council (SBC) has been an active committee of The Vancouver Board of Trade for many years, and has contributed to many initiatives, including the establishment of the Hastings Crossing Business Improvement Association and delivery of the annual Vancouver "Board of Trade Show." The SBC was also instrumental in successfully advocating for the implementation of the inter-municipal business licensing program.



Mark Hoag, Partner,  
KNV Chartered Accountants

Because of these past successes, the SBC recently expanded its mandate and became a Signature Program of The Vancouver Board of Trade. What does this mean for small business Members? Our Members can expect more

events focused on issues facing small businesses, outreach opportunities that engage small business Members with case competitions at business schools across Greater Vancouver, and continued advocacy for small businesses to various levels of government.

Our recent advocacy work has increased the exposure of the SBC which has allowed us to have more access to key groups in B.C. Over the last couple of years, we have worked with the **Vancouver Economic Commission**, the **City of Vancouver**, various business improvement associations, along with the B.C. Ministry of Tourism and Small Business, and the Ministry of Jobs, Tourism and Skills Training.

The SBC's mission is to understand the trends, forces and issues impacting small business and developing programming and policy to address these issues. To succeed in our mission, we need continued contributions from Vancouver Board of Trade members. Contributions can come in many forms, such as helping organize an event, or simply passing on ideas or concerns that affect your business.

In short: it's time to get more involved. On Nov. 15, cast your ballot in the municipal election, and then consider joining the Small Business Council. To find out more, or to share some of your ideas, please email us at [sbc@boardoftrade.com](mailto:sbc@boardoftrade.com) or visit [boardoftrade.com/SBC](http://boardoftrade.com/SBC).

*Mark Hoag, CPA, CA, is Chair of The Vancouver Board of Trade's Small Business Council and a partner with KNV Chartered Accountants LLP which focuses on working with owner-operated businesses. Brad Pashby, CFP, CLU, is a member of the Small Business Council's policy committee, immediate past president of the Ambassadors' Club, and a financial planner focusing on corporate insurance and employee benefits.*

# What I learned during Small Business Month

BY ANTHONY TAYLOR

In the frenzy of networking events, seminars, and endless opportunities for promotion and marketing, I'd encourage you to take a step back and look at entrepreneurship and your business through a different lens this month.

Across Vancouver – and across the world – people are celebrating entrepreneurship. October marked Small Business Month, while November marks Global Entrepreneurship Week (Nov. 17-23).

In a global sense, people are celebrating entrepreneurship not only as a source of income, but also as an opportunity to empower others, create social change, and innovate to create a better world.

In Vancouver, we are very lucky that creating a small business can be done in a matter of hours with limited barriers to entry. This allows us the freedom to work our own hours, enjoy the outdoors when we want, and call ourselves "entrepreneurs" while we work from the local coffee shop.

In other cities and countries, people use entrepreneurship to escape poverty, to create better

communities, or because they are "unemployable" for a variety of reasons that have nothing to do with their intelligence or aptitude.

Moreover, government restrictions and logistical challenges in other countries could mean that you can't get a permit, access to electricity, or are faced with paying a year's taxes in advance that severely hinders your ability to generate income for your family.

In this context, saying that Vancouver doesn't have great opportunities for growth and advancement is a gross understatement. As citizens of Vancouver, we have an opportunity to capitalize on all the benefits of entrepreneurship, without many of the hardships that exist in other countries.

Entrepreneurship is an opportunity that is not afforded to everyone, and I think that that's a takeaway from these celebrations that we can all benefit from.

*Anthony Taylor is chair of the Small Business Council events committee and Principal of SME Strategy — Strategic planning for growing businesses. For more info on the Small Business Council, visit [boardoftrade.com/programs/sbc](http://boardoftrade.com/programs/sbc).*



The Vancouver Board of Trade

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WOMEN'S  
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## The pipeline is leaky

Insights gained from VBOT's full-day event, *B.C. Economic Forum: Women as a Catalyst for Growth*

BY LOUISE WATSON

On Oct. 24, *The Vancouver Board of Trade* partnered with *The WEB Alliance of Women's Business Networks* and the *Premier's Women's Economic Council* to present a forum aimed at advancing the conversation about women in leadership into action strategies for economic growth. Below are some insights from Louise Watson, Principal of Adura Strategy, who co-facilitated one of the day's group discussions.

"When a woman you respect doesn't step up to the plate, or steps away from the plate, ask her why." This golden piece of advice from **Carolyn Cross**, CEO of **OnDine BioMedical**, was one of many poignant takeaways I gleaned while being one of four master facilitators for the recent *B.C. Economic Forum: Women as a Catalyst for Growth*.

Though no one explicitly said so, the forum felt in some ways like a celebration. Despite



Louise Watson, Principal, Adura Strategy

the abysmal record of women moving along the pipeline from university graduation to the highest ranks of business leadership and board membership, we still have made some progress.

Women have a voice and a choice like never before. In an unprecedented show of collaboration, 25 separate women's groups came together to make this event happen, catching

the eye of the federal government and thereby allowing us to hear from the Honourable **Kellie Leitch**, Canada's Minister of Labour and Minister for the Status of Women.

In her address, Dr. Leitch put strong emphasis on women entrepreneurs as an economic engine for our country, as did two other provincial ministers who spoke — the Honourable **Shirley Bond**, B.C.'s Minister of Jobs, Tourism and Skills Training, and the Honourable **Naomi Yamamoto**, B.C.'s Minister of State for Tourism and Small Business.

As the first woman Premier of British Columbia, the Honourable **Christy Clark** is another shining example of what we have to celebrate. In her keynote address at the forum, she stated that we have to stop ignoring that women have children — and she couldn't be more right. The Premier's statement seems at first so obvious, but is too often buried in politically

correct banter, and is likely a root cause for much of the pipeline's "leakiness."

**Alex Johnston**, the Executive Director of **Catalyst Canada**, built on this sentiment in her remarks, stating, "In the absence of flexibility, women with children will downsize their aspirations." And she forcefully added, "This has nothing to do with their confidence."

Another show of solidarity was how quickly the 400-plus participants moved past the topic of barriers to energetically discuss solutions.

Visible and invisible barriers are so well documented, researched and graphed that the overwhelming sentiment was to start doing something now to reduce the pipeline's "leakiness." And as part of the solutions discussion, the room echoed with "Men need to part of this conversation, so they can be part of the change." The theme emerged that we need to move the conversation of

women's success in the workforce from being a gender issue, to being an economic issue where men are engaged.

At the end of an exhilarating day where table groups shared clear recommendations for industry and government, each forum participant was asked to privately write his or her personal commitment.

As a fitting end to my reflection on this tremendous event, I will share my personal commitment with you. To draw a circle from the opening quote in this article: I will try to raise my now-teenage sons in a way that when they are in the workplace and see someone not stepping up to the plate or stepping away from the plate, they will ask why.

*Louise Watson is Principal of Adura Strategy, a member of The Vancouver Board of Trade's Women's Leadership Circle (WLC), and a parent. She co-facilitated Track 1: Women in Leadership with Lisa Martin, a fellow member of the WLC.*

## Who said it's lonely at the top? It's lonely along the way

BY ANJA LANZ

I have a long-standing background in the technical field spanning two countries, Canada and Germany. No matter where I've been, it's been a challenge to find women in my field.

At 16 years of age, I was the only female in my cohort in a four-year technical drafting apprenticeship in Germany. Of those four years, I spent two years in the machine shop alone with the male mechanics, welders, lathe operators, sheet metal workers, and machine fitters, amongst others. At age 20, I graduated and worked in the technical field in Germany. When I entered a technical high school to complete grade 12, I was again the only woman in my class.

Upon immigrating to Canada, I completed an electronics technician program at **Vancouver Community College**, and found myself the only woman in my

program. It was only when I entered **Langara College** for an engineering transfer program that I met other women pursuing and interested in my field for the first time. However, I learned pretty quickly, this was not the norm. When I started studying engineering physics at **UBC**, I found out only six per cent of students in my enrolment year were women. The trend continued. In my first Canadian engineering job, I was the only female engineer in our Vancouver office.

Currently, only 11 per cent of the registered professional engineers in B.C. are women. Many of them are the only female engineers on their team, in their department, at their plant, or even in their organization. The Division for the Advancement of Women in Engineering and Geoscience, a division of The Association of Professional Engineers and Geoscientists of B.C., is a good resource for male

or female engineers in B.C. on these issues.

Even fewer are in high-level leadership roles, despite doing exceptional work.

In 2013, the **Minerva Foundation** released a report called "The Face of Leadership in B.C." which examined the gender of the leadership in large B.C. companies. According to the report, less than 10 per cent of some of the largest companies in the province — including resource-based industries, law firms, and crown corporations — are led by female leaders. In engineering, female leaders make up an alarming *zero per cent* of leaders.

If your organization would like to have female leaders, there is a pool of highly qualified potential candidates. I mentor many female engineers who are new to Canada and are trying to continue their careers in a new country. Many struggle to enter the workforce and adhere



Anja Lanz, Intermediate Engineer, Autopro Automation Consultants

to the regulations of engineering in Canada. I also mentor accomplished female engineers who have become stay-at-home mothers or are re-entering the work force after a long absence often due to child rearing.

In B.C., there are many efforts put into educating and encouraging young girls to consider

technical careers. The enrolment numbers of female engineering students at local universities are increasing slowly.

What we need to do is to continue to assist new female engineering graduates with the transition into industry and ultimately, retain those women in the profession so they can go on to become leaders, mentors, and role models

*Anja Lanz is an Intermediate Engineer, EIT, at Autopro Automation Consultants and is the chair of the Division for the Advancement of Women in Engineering and Geoscience (DAWEG) at APEGBC. She is the BC/Yukon Representative on the Women in Engineering committee at Engineers Canada. She sits on the board of the Canadian Coalition for Women in Engineering, Science, Trade, and Technology and is a member of The Vancouver Board of Trade's Women's Leadership Circle Advisory Committee.*

## DIRECTORS EDUCATION PROGRAM



"I expected the ICD-Rotman Directors Education Program (DEP) to deliver informative course materials, and it did exactly that. The unexpected bonus for me was the value of the discussions with fellow classmates in the program. These discussions drove home the value of diverse thinking around the boardroom table. I highly recommend this course for both current and future directors."

**JANE PEVERETT, FCMA, ICD.D**

CHAIR, BC FERRY AUTHORITY  
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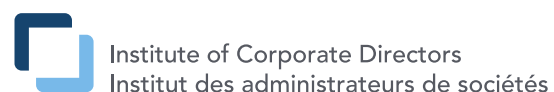
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Vancouver	April 17-19, 2015	December 3, 2014
Montreal (Bilingual)	April 10-12, 2015	February 5, 2015
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Winnipeg	November 7-9, 2014	SOLD OUT - Accepting wait list

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