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SOUNDING BOARD

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

"We are urging the federal government to strategically invest in B.C. and our region...to help us become Canada's economic engine." Tim Manning, pg. 3

FEBRUARY 2016 • VOLUME 56 • NUMBER 2

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Global thinker coming to Vancouver

World-renowned economist Michael Porter will give a special lecture March 3 at VBOT

The Vancouver Board of Trade is teaming up with the GLOBE 2016 conference to host a special lecture by corporate strategy legend Michael Porter, arguably the world's most influential thinker on management and competitive-

ness. In his presentation, Porter will address the global shift to a low-carbon economy and its implications for Greater Vancouver's business community and key industries throughout B.C.

Carbon has fuelled and built our businesses and economies since the dawn of the industrial revolution. Now, for the first time in hundreds of years, we are witnessing a shift. Advents in technology and the growing threat of climate change have begun a rapid transition to a low-carbon economy.

This change to our conventional economic model brings with it significant challenges and opportunities. From energy and renewables to technology and materials science, every industry stands to be impacted.

Porter is an economist, researcher, author, advisor, speaker

and teacher. Throughout his career at Harvard Business School, he has brought economic theory and strategy concepts to bear on many of the most challenging problems facing corporations, economies and societies, including market competition and company strategy, economic development, the environment, and health care.

Porter's extensive research is widely recognized in governments, corporations, NGOs, and academic circles around the globe. His research has received numerous awards, and he is the most cited scholar today in economics and business. While Porter is, at the core, a scholar, his work has also achieved remarkable acceptance by practitioners across multiple fields.

Tickets for this event are on sale now through GLOBE 2016's registration system. Those interested in attending should use the promo code VBOT to access our special pricing. Bulk ticket purchases are also available by emailing carmen.sharpe@globeseries.com. For more information, visit boardoftrade.com/porter.



Harvard Business School professor Michael Porter will be in Vancouver next month for a keynote at the GLOBE 2016 conference. Porter will also give a special presentation on March 3 at The Vancouver Board of Trade, which is open to the local business community.



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Members vote in favour of historic name change

BY TIM MANNING

At a special General Meeting held last month at the Fairmont Pacific Rim, our Members voted overwhelmingly to change our organization's name to the Greater Vancouver Board of Trade.

In doing so, we have turned a page for this storied institution, which has been known by the same name since it was first founded 129 years ago "by a small group of merchants, lumbermen, bankers, and manufacturers."

Needless to say, the world is a

much different place than it was in 1887. But one thing that hasn't changed much in that time is our mission statement, which is "to work in the enlightened interest of its Members to promote, enhance and facilitate the development of the region as a Pacific centre of trade, commerce and travel."

By changing our name, we are not changing our mandate. Instead, we are embracing our long-standing role as a regional voice, and we are reflecting that half of our Members are from

businesses outside the City of Vancouver.

For more than a century, our organization has been an advocate for businesses of all sizes across this region. During that time, we have helped champion dozens of infrastructure projects across Greater Vancouver that today play a critical role in B.C. and Canada's economies.

It is also worth noting that The Vancouver Board of Trade has a very long, proud history of collaborating with other business and community groups in



Greater Vancouver, and in the years ahead, that will not change. In fact, our hope is to strengthen those ties even more, particularly when it comes to municipal chambers of commerce across the region, whose work is absolutely vital to the economic prosperity of our region.

Moving forward, we are eager to work collectively with other chambers in the best interests of the region's business community.

We will continue to support other chambers and help amplify their voice whenever possible, because we firmly believe the chamber family is strongest — and our collective Members benefit the most — when we stand together.

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

EVENTS CALENDAR UPDATE

See our full events calendar at boardoftrade.com/events

TUESDAY, FEBRUARY 16, 2016

Company of Young Professionals Leadership Cafe with Translink

5:30 – 8 p.m.

SFU Segal Building
500 Granville Street

Event Partner:

TransLink

Platinum Program Partner:

BCIT School of Business

FRIDAY, FEBRUARY 19, 2016

Metro Vancouver: Providing Regional Leadership

11:30 a.m. – 2 p.m.

Pan Pacific Vancouver
— Crystal Pavilion
999 Canada Place

Greg Moore

Mayor, City of Port Coquitlam
Chair, Metro Vancouver Board of Directors

Presenting Sponsor:

Port Metro Vancouver

MONDAY, FEBRUARY 29, 2016

Being smart about power

11:30 a.m. – 2 p.m.

Fairmont Pacific Rim
— Star Sapphire Ballroom
1038 Canada Place

Jessica McDonald

President and Chief Executive Officer, BC Hydro

Presenting Sponsor:

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Supporting Sponsors:

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Community Sponsors:

Kasian Architecture Interior Design and Planning Ltd., Compugen Inc., Innergex Renewable Energy

WEDNESDAY, FEBRUARY 17, 2016

Networking Breakfast Series:

Orientation and Roundtable

7 – 9 a.m.

Pinnacle Hotel Harbourfront
1133 West Hastings Street

WEDNESDAY, FEBRUARY 17, 2016

B.C. Budget Recap

11:15 a.m. – 1:30 p.m.

Fairmont Hotel Vancouver
— British Columbia Ballroom
900 West Georgia Street

Hon. Christy Clark

Premier,
Province of British Columbia

Presenting Sponsors:

Chartered Professional Accountants of British Columbia, Fasken Martineau

Supporting Sponsor:

Port Metro Vancouver

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The Globe and Mail

WEDNESDAY, FEBRUARY 24, 2016

Tax Planning Considerations for Small Businesses

7 – 9 a.m.

Pinnacle Harbourfront Hotel
1133 West Hastings Street

Kevin Wong

Regional Tax Leader, MNP LLP

Angela Chang

Tax Partner, MNP LLP

Nancy King

Tax Partner, MNP LLP

Event Sponsor:

MNP LLP

THURSDAY, FEBRUARY 25, 2016

Members' Reception at The Nest at UBC

5 – 7 p.m.

The Nest at UBC
3500 – 6133 University Blvd

THURSDAY, MARCH 3, 2016

Michael Porter: Transition to a low-carbon economy

11:15 a.m. – 1:30 p.m.

Vancouver Convention Centre
— East
999 Canada Place

Michael Porter

Bishop William Lawrence
University Professor,
The Institute for Strategy and
Competitiveness,
Harvard Business School

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VBOT hosts Canada's infrastructure minister

As Canada's Gateway to the Asia Pacific, Greater Vancouver's transportation and transit infrastructure is key to keeping our provincial and national economies moving.

Our air, marine, rail, road, and transit networks all contribute in a concerted manner in ensuring people get to their destinations and that goods get to market. The new federal government has recognized this by committing \$125 billion in new infrastructure funding across Canada over the next 10 years.

On Feb. 11, the Honourable **Amarjeet Sohi**, Canada's Minister of Infrastructure and Communities, will deliver a keynote to B.C.'s business leaders at **The Vancouver Board of Trade** on his vision for the federal government's plan to double infrastructure spending over the next 10 years.

Elected three times as an Edmonton City Councillor, Sohi became the Member of Parliament for Edmonton Mill Woods in October 2015 and was named Canada's Minister of Infrastructure and Communities.

During his time on city council,



Amarjeet Sohi, Canada's Minister of Infrastructure and Communities

Sohi was dedicated to improving Edmonton's infrastructure and livability. He previously represented the city of Edmonton on the **Canadian Urban Transit Association**, and has been a strong advocate for light rail transit. He also advocated municipal interests to other levels of government through his delegation to the **Alberta Urban Municipalities Association**.

To register for Sohi's address to The Vancouver Board of Trade, visit boardoftrade.com/events.

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

Visit boardoftrade.com/suggest

Register now at boardoftrade.com/events

Missed last month's Sounding Board?

Read past issues online at boardoftrade.com/soundingboard

Board urges federal government to invest in B.C.

BY GREG HOEKSTRA

The **Vancouver Board of Trade** is calling on the federal government to invest in transit and trade-enabling projects across the Greater Vancouver region, as part of its pre-budget consultations with the Department of Finance Canada.

The organization has a long history of working with the government leading up to the Federal Budget's release, and this year, submitted a detailed seven-page letter to Minister of Finance **Bill Morneau**.

"We believe that 2016 could be a pivotal year for British Columbia," says **Tim Manning**, 2015-16 Chair of The Vancouver Board of Trade. "We are urging the federal government to strategically invest in B.C. and our region — including air, sea, land, rail and transit infrastructure — to help us become Canada's economic engine and capitalize on the explosive growth of the Asia-Pacific region."

Develop Pacific Gateway infrastructure

The federal government has committed to investing more than \$125 billion in infrastructure across the country over the next 10 years. The Vancouver Board of Trade continues to applaud this decision, while encouraging the government to target the funds strategically towards trade-enabling infrastructure in B.C.

"It's crucial that the government uses the new infrastructure fund to invest in B.C.



The George Massey Tunnel replacement is one of several key projects across the region that The Vancouver Board of Trade is urging the federal government to invest in. **File photo**

projects, given our role as Canada's Pacific Gateway," says **Iain Black**, President and CEO of The Vancouver Board of Trade. "It has become increasingly apparent that Asian interest in our resources may have a limited time horizon and it is imperative that we not miss the opportunity."

Key Pacific Gateway projects that The Vancouver Board of Trade want the federal government to support include the George Massey Tunnel Replacement and Highway 99 Corridor improvements, the Roberts Bank Terminal 2 Project, and the Pattullo Bridge Replacement, among others.

Support transit infrastructure

In addition, The Vancouver Board of Trade joins other business and community groups from across the region in calling for federal investments in two key public transit projects: 27 kilometres of LRT in Surrey and Langley, and the Millennium Line extension along the Broadway-UBC corridor.

Both of these projects were key components of the Mayors Plan, which The Vancouver Board of Trade supported tirelessly during its leading role in the Better Transit and Transportation Coalition. In addition, the organization plans to underscore the im-

portance of the above transit and infrastructure projects during its Feb. 11 event with the Honourable **Amarjeet Sohi**, Canada's Minister of Infrastructure (see page 2).

TPP, health transfers, climate policy, and other key priorities

In addition to the priorities outlined above, The Vancouver Board of Trade also lists a number of other key recommendations to the federal government in its letter.

Some of the organization's key recommendations include implementing the Trans Pacific Partnership, adjusting the Canada Health and Social Transfer, maintaining tax competitiveness and the ability to attract human capital, the need to consult the business community on climate policy following COP 21, and the importance of controlling government spending and maintaining a prudent debt-to-GDP ratio.

In addition to providing annual recommendations on federal budgets, The Vancouver Board of Trade evaluates the subsequent performance of each budget based on four criteria which reflect the priorities of its members within the Greater Vancouver business community.

Once the 2016-17 Budget is released, it will be assessed by The Vancouver Board of Trade's Government Budget and Finance Committee, and the organization will issue its annual Federal Budget Report Card.

To read the full letter to Finance Minister Bill Morneau, visit boardoftrade.com.



Michael Porter

Transition to a low-carbon economy

In partnership with:

GLOBE
2016

The Leadership Summit
for Sustainable Business.

Thursday, March 3, 2016 | 11:15 a.m. – 1:30 p.m.

Vancouver Convention Centre – East, 999 Canada Place, Vancouver



Michael Porter

Bishop William Lawrence University Professor,
The Institute for Strategy and Competitiveness,
Harvard Business School

The Vancouver Board of Trade is pleased to be partnering with GLOBE 2016 for a special presentation with corporate strategy legend Michael Porter, arguably the world's most influential thinker on management and competitiveness.

The world is changing. Michael Porter's presentation will address the global shift to a low-carbon economy and its implications for you, your business, and your industry.

Presenting Sponsors:



Education Sponsors:



boardoftrade.com/porter



B.C. Budget Recap

Wednesday, February 17, 2016 | 11:15 a.m. – 1:30 p.m.

Fairmont Hotel Vancouver, 900 Canada Place Way, Vancouver



The Honourable Christy Clark

Premier, The Province of British Columbia

Join The Vancouver Board of Trade for an official address by The Honourable Christy Clark, following the tabling of the 2016-17 Provincial Budget.

The presentation will provide the city's business community with an overview of the recently unveiled budget and an update on the state of B.C.'s economy.

Don't miss this opportunity to hear directly from the Province on how the 2016 Budget will impact your business and your family.

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SOUNDING BOARD

PUBLISHER: Business in Vancouver Media Group

EDITOR: Greg Hoekstra, 604-640-5450

AD SALES: Katherine Butler, 604-608-5158

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

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

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

ABOUT THE VANCOUVER BOARD OF TRADE

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

OUR MISSION STATEMENT

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

OUR BASIC PRINCIPLES

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

PUBLICATIONS MAIL AGREEMENT No. 40011551

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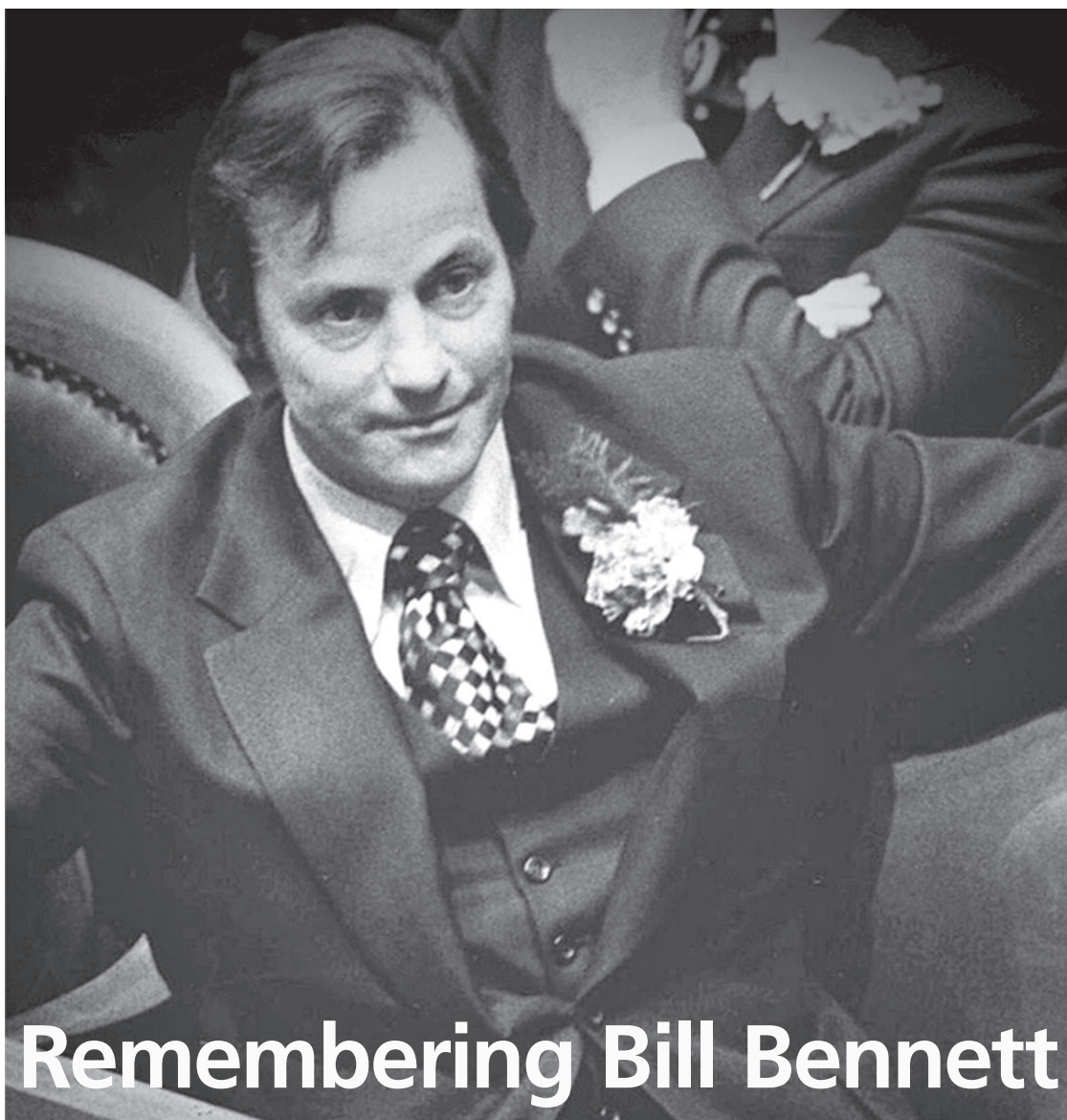
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Remembering Bill Bennett

VBOT Directors and Governors share their thoughts on a B.C. icon

BY GREG HOEKSTRA

Former Premier **Bill Bennett** was honoured on Jan. 31 at a memorial service in his hometown of Kelowna, two months after he passed away at the age of 83.

Bennett was fondly remembered by many in the business community for his vision and leadership as British Columbia's 27th Premier from 1975 to 1986. During his years as Premier, Bennett helped bring Expo 86 to Vancouver, as well several projects that now define Greater Vancouver, including the SkyTrain, Alex Fraser Bridge, Vancouver Convention Centre, and BC Place.

Upon news of his passing, a chorus of business leaders, dignitaries, and elected officials publicly expressed their condolences and praised Bennett for his efforts to modernize our province and bring the world to our doorstep.

Below are some of the comments sent to The Vancouver Board of Trade from our Directors and Governors who worked directly with Bennett or were inspired by his leadership and dedication to public service.

"Bill Bennett will long be remembered as one of the great

builders of British Columbia," said **Tim Manning**, 2015-16 Chair of The Vancouver Board of Trade. "From BC Place to the Coquihalla Highway, Premier Bennett led the charge on a number of seminal projects that now define our province. His legacy lives on around us, every day."

"We British Columbians owe much to Premier Bennett, especially our preferred place as a gateway to Asia, thanks to his vision in bringing us Expo 86," said **Jill Bodkin**, who served as The Vancouver Board of Trade's Chair in 1994-95. "I had the honour of his choosing me as our province's first woman deputy minister, from my previous job in the Canadian government financing Expo-related projects like the SkyTrain and cruise ship terminal. I am grateful to him for the privilege of my life's work building British Columbia companies which excel in Asian markets."

"Like his father before him, Bill Bennett transformed our province," said **Sue Paish**, President and CEO of LifeLabs and Chair of The Vancouver Board of Trade in 2009-10. "He proved that British Columbians with a 'can do' approach, really can do

anything. We invited the world to B.C. during Expo 86 and the world came in droves. We have never looked back. Much of the prosperity, diversity, success and opportunity that makes this province great today and that will make our province special for our children, is because of Bill Bennett's vision and determination."

"I was 11 years old when my father took me to our local candidate's campaign office in the riding of Burnaby Willingdon (Elwood Veitch). I was instantly engaged when I heard Premier Bennett speak and share his vision for British Columbia," said **Robin Dhir**, President of Twin Brook Developments, Strategic Advisor at Fasken Martineau, and Director of The Vancouver Board of Trade.

"Most kids were outside kicking a soccer ball while I was scheming on how to participate with the campaign. I was told I was too young, but still found a way to help out. **Grace McCarthy**, **Elwood Veitch**, and **Bill Bennett** had a huge impact on me getting involved in provincial politics and staying involved. Bill's vision and leadership still resonate with me and I wish all aspiring politicians can learn from his legacy."

'It was the best decision I made in my professional life'

Evi Mustel reflects on what brought her to B.C. and The Vancouver Board of Trade's board of directors

Describe what you do in 10 words or less.

I am a neutral, objective reporter of public opinion.

Where is your hometown and how did it shape you?

My last stop in Ontario before moving to B.C. was Oakville. Living near the lake in a relatively small community (compared to Toronto) I think helped form my love of the outdoors (and what ultimately led me to B.C.)!

What was your first job?

After my first job as a retail clerk in a shoe store, I was fortunate to spend my summers as one of the first female campground attendants hired in Algonquin Park, an amazing park in northern Ontario (home of Tom Thomson and much wildlife). Dealing with the antics of campers proved to be more of a challenge than dealing with roaming bears, but both provided entertaining summers!

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



Evi Mustel, Principal, Mustel Group

My parents emigrated from Estonia after the country was annexed during World War II. Starting over from scratch, they taught me the values of hard work, family connections and thriftiness (no leftovers got thrown out in my house)!

What makes a great business leader?

Someone who listens more than they speak, and treats the opinions of every member of the team with equal respect.

Why did you join The Vancouver Board of Trade?

I decided to get out of the comfort and security of my office and connect with the broader business community. It was the best decision I made in my professional life as it has enhanced my personal satisfaction and network of interesting people.

What do you think makes Vancouver a great city?

Vancouver offers the best of both worlds: a vibrant urban culture and easy access to the great outdoors. And there is strong sense of connectedness in the business community; there is not six degrees of separation here, but more like three. We just need to work on our neighbourhood connectedness.

What is your creative outlet or hobby?

Any activity that involves the outdoors (even on rainy days): biking, skiing, snowshoeing, hiking, kayaking, anything that is not too dangerous or that involves heights!

What was your favourite school subject growing up, and why?

Math which contradicts the stereotype. As we tend to like what we are good at, it was one of my favourite subjects (even calculus). With hindsight, math was a good primer for my current career.

What is your favourite vacation spot?

Anywhere with natural untouched beauty — beaches on Kauai, the Swiss Alps, a remote lake in the Cariboo.

What is one "life hack" that you think everyone should know?

Less is more. If you can say it in fewer words, use fewer. If you haven't worn something in a season, give it to charity. Clean off your desk and clear out our email inbox every day!

What are three apps you couldn't live without?

None! We spend way too much time on our phones so I have tried not to get too ad-

dicted to any apps. But if I have to choose three: Pay by phone parking (you never have to get a ticket again!) Google maps (so you never get lost again) and Fitbit (so you are always motivated to stay in shape).

If you could witness any event in the past, present, or future, what would it be?

Sidney Crosby's gold medal winning goal! Would love to relive the euphoria on the streets afterwards and the whole Olympic experience.

What does a perfect day look like to you?

Full hour in the morning to read the news over coffee, at least one outdoor activity, and the luxury of time to make a great dinner for friends and family.

The Vancouver Board of Trade is fortunate to have 36 of Greater Vancouver's top executives and business leaders on its board of directors. For more information on these individuals, please visit boardoftrade.com/directors.



Monday, April 11, 2016 | 6 – 9:30 p.m. | Vancouver Convention Centre — West | 1055 Canada Place Way, Vancouver



Council of Governors Inductee
Janet Austin
CEO, YWCA Metro Vancouver



The Rix Award for Engaged Community Citizenship
David Podmore
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The Rix Award for Engaged Corporate Citizenship



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Around the Board

Photo highlights from recent events and activities

Clockwise from top left: 1) The Honourable Rona Ambrose, Leader of the Official Opposition, spoke at The Vancouver Board of Trade on Jan. 20 about the future of the Conservative Party of Canada in the wake of last fall's federal election. **2)** Arne Sorenson, President and CEO of Marriott International, discussed his company's future plans in B.C. on Jan. 11, including its involvement in the park project adjacent to BC Place. **3)** The Vancouver Board of Trade hosted a keynote address by Dave Brownlie, President and CEO of Whistler Blackcomb, on Jan. 15, to celebrate the company's 50th anniversary. Pictured L-R Iain Black, President and CEO of The Vancouver Board of Trade; Anne Murray, Vice President Marketing and Communications, Vancouver Airport Authority; Sacha McLean, Vice Chairman of the McLean Group; Dave Brownlie; Barrett Fisher,

President and CEO of Tourism Whistler; Val Litwin, CEO, Whistler Chamber of Commerce; Marsha Walden, President and CEO, Destination British Columbia; and Tim Manning, 2015-16 Chair of The Vancouver Board of Trade. **4)** On Jan. 14, 400 Members from 12 different Lower Mainland chambers of commerce came together for an unprecedented networking reception at the Hard Rock Casino Vancouver. **5)** Michael Gregory, Deputy Chief Economist for BMO Bank of Montreal, gives his 2016 forecast for B.C. and Canada at VBOT's 27th annual Economic Outlook Forum on Jan. 26. **6)** CEO Iain Black (far left) leads a panel discussion with five local CEO's at the Economic Outlook Forum. **7)** Members of The Vancouver Board of Trade's under-35 program, the Company of Young Professionals, at the first annual BIG Idea event on Jan. 28 (learn more on page 7).



Courage in the workplace

Arthritis Society offers health initiative to B.C. employers

BY CARRIE GADSBY

Pursuing a career and becoming part of a vibrant and thriving organization that has created a culture of acceptance and support for employees, is a true measure of success in the workplace.

Having a career is a defining journey, with pride, confidence and identity all playing a part in the mix. But what if something unseen and wholly unpredictable jeopardized this path? Chronic illness, and what it means for both employers and employees, is a reality that merits further discussion.

Chronic health conditions in employees have major implications, as they can affect one's ability to maintain steady attendance, and absenteeism in the workplace amounts to a significant cost to Canadian businesses. There are 650,000 people in B.C. who live with arthritis, with over 360,000 in the labour force. Three in 5 people living with this disease are of working age — between 15 and 65 years old, and over 4.6 million Canadians have it.

Arthritis can be an invisible disease, one that doesn't discriminate — it can affect anyone at any time, regardless of age, ethnicity or gender. It is the leading cause of disability in Canada, and can reduce mobility, seize independence, halt a career and steal a childhood. There are over 100 different kinds of arthritis including gout,

lupus and scleroderma, and some forms are even life-threatening. There is a stigma around having the disease, especially in the workplace. Speaking up can be hard. So can staying silent.

Employers can start the conversation so their employees don't have to. This dialogue can lead to a greater understanding of arthritis in the workplace and can minimize revenue-loss caused by absenteeism. The Arthritis Society has specifically designed a program to facilitate the discussion. Joint Matters at Work is a health and wellness initiative that provides education and screening to support early recognition of problems and provide tools and resources in order to keep employees at work and maintaining productivity while enhancing their health and well-being. Arthritis can change a life, but it doesn't have to.

The **Arthritis Society, BC & Yukon Division**, is having its Tenth Annual Gala on Feb. 26. Funds raised will go toward programs and services like Joint Matters at Work to help people live their best lives — including where they work — despite their arthritis.

Help break the silence and wipe out the stigma of speaking up about arthritis. To purchase tickets for The Gala, please visit arthritis.ca/Gala2016 or call 604-714-5557. Corporate rates are also available. For more information on the Joint Matters at Work initiative, please call 604-714-5559.



What's your BIG idea?

Young professionals tackle community based challenges

BY MARCIN SAMIEC

In less than a decade, one in every two people in the world's workforce will be a young professional. The data is staggering, and highlights how important professionals ages 25 to 34 are to our regional, national and global economies.

This demographic is vital to Greater Vancouver, however, a lack of affordability, community and opportunity have made it challenging for young professionals to set down roots in our region. But rather than worry about economic obstacles, Vancouver's young professionals are taking action.

On Jan. 28, more than 130 Members from **The Vancouver Board of Trade's** under-35 program, the Company of Young Professionals (CYP), banded together in a dozen teams to tackle the region's problems head-on.

As part of a new video contest, participants were challenged to present their "BIG Idea" to attract, develop and retain emerging business leaders in Greater Vancouver.

The 12 participating teams will have 11 weeks to produce a three-minute video that addresses the problem, provides a solution and offers an implementation plan.

This is a big contest about BIG ideas that can have an impact on the Greater Vancouver economy, and the young professionals of our region. We can't wait to see what innovative ideas our teams come back with, and are looking forward to seeing how we can put those ideas in motion.

Marcin Samiec is a Technology Manager at Fresh Tracks Canada and sits on the CYP Advisory Committee. To learn more about the program and the BIG Idea contest, visit boardoftrade.com/BIGidea.



Construction: The cornerstone of the Canadian economy

Tuesday, March 1, 2016 | 11:30 a.m. – 2:00 p.m.

Four Seasons Hotel Vancouver, 791 West Georgia Street, Vancouver



Anibal R. Valente P. Eng.

2015 Chair - Canadian Construction Association

Nearly \$325 billion is spent annually on new and repair construction across Canada. As a sector, construction accounts directly for \$120 billion of Canada's overall GDP.

Join Anibal Valente, Chair of the Canadian Construction Association, to hear more about this impressive industry and what to expect from the construction sector as we look beyond 2020.

Community Sponsor:



boardoftrade.com



Being smart about power

Monday, February 29, 2016 | 11:30 a.m. – 2 p.m.

Fairmont Pacific Rim, 1038 Canada Place, Vancouver



Jessica McDonald

President and CEO, BC Hydro

Join BC Hydro's President and CEO, Jessica McDonald, to hear how BC Hydro is evolving to better meet the needs of its customers, improve the assets that make the system work and maintain its strong commitment to the environment — by being smart about power in all they do.



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How women hold the key to potential gains

BY SANDY GAROSSINO

Andrew Leach, Angela Adams, Stephanie Cairns, Linda Coady, Gordon Lambert. Hardly any of these are household names, though they made oilfield history in Alberta in 2015.

Leach of course is one of Canada's most eminent energy economists, and Coady is former VP at **Weyerhaeuser** in Vancouver. Today she is VP Sustainability for **Enbridge** in Calgary, while Lambert holds the parallel post at **Suncor**. Adams and Cairns represent First Nations and environmental interests respectively.

What's distinctive about this group, as you may have guessed, is that they formed the Alberta government's Climate Change Advisory Panel, which developed the framework from which the province's new climate strategy emerged.

That strategy, announced last November, unlocked new potential for Canada on the world stage at the Paris Climate Summit.



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Significantly, Premier **Rachel Notley** secured the support of Alberta oil giants **F. Murray Edwards**, chairman of **Canadian Natural Resources** and **Steve Williams**, CEO of **Suncor**.

Yet take a closer look at that original Alberta panel — 60 per cent women. Business leaders looking for solutions should take note of this secret ingredient.

For virtually all of recorded history the Alberta oil industry and environmental interests wouldn't darken each other's doorsteps.

Supported by a strongly industry-focused government over the last nine years in Ottawa, the oil industry adopted a hostile posture with the environmental community, which returned the favour.

And vice versa.

The relentless head-butting resulted in exactly 0 new kilometres of pipelines built, hardening opposition and an ice-cold shoulder in Washington.

That Rachel Notley was able to bring not only Edwards and Williams but Indigenous and environmentalist interests to an agreement is due in no small part to the skill and preparation of the panel, and its unique ability to find the elusive Golden Mean. And, some would say, to the fact that women were there in numbers.

Enbridge's Linda Coady would know — she's seen and done it all before. In many ways her entire career path prepared her for this moment, to bring together deeply entrenched adversaries and find the way to Yes.

The former Weyerhaeuser ex-

ecutive supporting then-CEO **Anne Giardini**, is widely credited as a key player in the early "peace negotiations" between the forestry sector, First Nations and environmentalists. Hard as it is to imagine today, there was a time when things in B.C.'s forests were possibly even worse than what the energy sector faces now.

With painstaking care, Coady (among others) facilitated agreements to protect the Great Bear Rainforest, which subsequently developed into an eco-based management (EBM) plan for coastal forest management, bringing peace and stability to the sector.

Nor was Coady the only woman involved. **Jody Holmes** from the environmental community and several others were also instrumental to reaching an agreement.

Holmes recently recounted for *The Globe and Mail* how the ice melted between forestry industry and environmentalist representatives as they danced together at an **Elton John** concert.

Women know this stuff works,

because it's pretty simple. It's all about relationships. So it's no coincidence to find tough, smart, experienced women at the heart of two of the most significant resource industry and environmental accords in Western Canadian history.

In the current environment it's impossible to say how events will ultimately play out for Canadian industry. Yet even now preparations are under way for a White House state dinner, and our star has risen immeasurably on the world stage.

As the future, with all its uncertainty and promise unfolds, let's remember the unique skills women executives can bring to resolving even the toughest problems.

And don't shoot the piano player!

Sandy Garossino is a former Crown prosecutor. She currently writes a weekly column as legal analyst and contributing editor for the National Observer. She also sits on the Women's Leadership Circle Advisory Committee. Learn more at boardoftrade.com/WLC.



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