



SOUNDING BOARD



THE OFFICIAL PUBLICATION OF THE GREATER VANCOUVER BOARD OF TRADE AND ITS MEMBERS | DECEMBER 2016 | VOLUME 56 / ISSUE 11 | BOARDOFTRADE.COM

Trans Mountain Expansion Project gains approval

ECONOMY | Board of Trade applauds milestone pipeline announcement by Prime Minister Justin Trudeau

BY IAIN BLACK

Last week, Prime Minister Justin Trudeau announced that the Federal Government has granted conditional approval to Kinder Morgan's Trans Mountain Expansion Project.

As most of our Members are aware, the Greater Vancouver Board of Trade has been a strong advocate in support of this project. In 2014, our organization applied and was granted Intervenor status in the NEB regulatory process. As Intervenor we brought forward our perspective regarding the importance to B.C. and Canada of energy infrastructure development, on the condition that we do so responsibly and to the highest international standards of marine and land safety.

During a visit to Vancouver in early November, the Prime Minister announced a historic \$1.5-billion investment in

marine safety (see page 3). In doing so, the Federal Government satisfied our expectation of having world-class marine safety to protect our coast while responsibly getting Canada's natural resources to world markets.

We also acknowledge that the project still needs to satisfy the Government of British Columbia's five conditions for approval, which were reiterated by Minister of Environment Mary Polak following the Nov. 29 announcement.

We remain confident that by working with government, First Nations, and communities, the proponent will be able to satisfy those five conditions and move ahead with the project, to the benefit of our economy and all British Columbians.

The Trans Mountain Expansion Project will provide a \$6.8-billion injection into Canada's economy, including federal, provincial and municipal tax revenue that will



On Nov. 29, 2016, the federal government gave conditional approval for Kinder Morgan to twin its existing Trans Mountain pipeline, shown above near the Alberta-B.C. border. | FILE PHOTO

help pay for the public services that we all rely on.

Here in Greater Vancouver, the project will generate more than a billion dollars in construction spending, create thousands of high-paying jobs, and help

attract new investment to our region. Our organization applauds the Federal Government for approving this project, which has undergone a comprehensive scientific and technical assessment and is subject to conditions

that will ensure it is built to the highest safety and environmental standards.

The Greater Vancouver Board of Trade firmly believes that the responsible development of market access for Canadian crude oil is of national importance. The current lack of "midstream" infrastructure has turned Canada into a supplier held captive by our only customer (the United States), which costs our national economy an estimated \$50 million dollars each day.

By ensuring Canadian oil has access to tidewater, the Trans Mountain Expansion Project will extend Canada's reach into new markets with customers who pay higher prices, generate thousands of high-paying jobs, and create billions of dollars in government revenue for both the country and British Columbia. **SB**

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



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ECONOMY | Politics, power, and prosperity

Get a jump start on 2017 at the Board of Trade's 28th Annual Economic Outlook Forum

BY GREG HOEKSTRA

From the B.C. Provincial Election to the inauguration of U.S. President-elect Donald Trump, the year 2017 is already shaping up to be a transformational one.

How will these potential shifts and rifts affect your industry, your business, and your family?

Join us on Jan. 20 for the Greater Vancouver Board of Trade's 28th Annual Economic Outlook Forum, presented by National Bank, for a half-day of local, national, and international perspectives.

Over the years, this annual event has become a staple for the Greater Vancouver Board of Trade's Members, because it arms them with the information they need to strategically plan for the year ahead.

The morning will kick off with a data-driven presentation by National Bank's Chief Economist and Strategist Stéphane Marion. Following his keynote, Marion will take your



Stéphane Marion, Chief Economist, National Bank

questions during a moderated Q&A with Ken Peacock, Chief Economist and Vice President of the Business Council of British Columbia.

Around 9 a.m. the program will take a pause to watch the live stream of President-elect Donald Trump's inauguration in Washington, D.C. Following that historic moment, an expert panel will discuss the implications of a Trump presidency for Canada-U.S. relations and the

B.C. business community.

The forum's third session will feature a broad range of CEOs who will share their "practical spin" on how they interpret the economic forecasts and government plans for the economy.

Panelists confirmed so far include Sue Paish, President and CEO of LifeLabs, Jon Stovell, CEO of Reliance Properties, and Susan Yurkovich, President and CEO of the Council of Forest Industries.

The forum will wrap up with a political panel discussion featuring representatives from the BC Liberals and the BC NDP, to outline their plans for British Columbia's economy and future, should they win power in the May 9 election. That conversation will be moderated by CBC Radio's Rick Cluff.

It all adds up to one of the most influential days of the year and the "must-attend" business event of 2017. **SB**



Check out our full list of speakers and register at

boardoftrade.com/economicoutlook.

REGION | The importance of being interconnected

Metro Vancouver Chair Greg Moore discusses regional collaboration at GVBOT

Join the Greater Vancouver Board of Trade on Feb. 9 for a keynote address by Greg Moore, Mayor of Port Coquitlam and Chair of the Metro Vancouver board of directors.

In his annual update to the region's business community, Moore will discuss the importance of interconnected urban centres and the role of local governments to facilitate dialogue between citizens and institutions.

Moore will also outline his priorities as Chair for 2017 and share insight on how regional collaboration is driving change in important areas such as the Regional Prosperity Initiative, Metro 2040, the Industrial Lands Strategy, Affordable Rental Housing Strategy, National Zero Waste Council and many others. This includes convening key stakeholders to tackle issues and take action related to growth management, transportation, infrastructure, governance and the circular economy.

As Chair of Metro Vancouver's board of directors since 2012,



Greg Moore, Chair, Metro Vancouver

Moore's accomplishments include the 10-year, \$7.5-billion Mayors' Transit Plan for the region and the creation of the National Zero Waste Council, a cross-sector leadership initiative that brings together governments, business, and NGOs to advance a national waste prevention and reduction agenda in Canada and beyond. **SB**



Tickets on sale now at boardoftrade.com/events.

UPCOMING EVENTS

See our full events calendar at boardoftrade.com/events

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

THURSDAY, DECEMBER 8, 2016

CEO Series

Future prosperity demands greater collaboration: Port of Vancouver

11:30 a.m. – 2 p.m.

Sheraton Vancouver Wall Centre
1088 Burrard St., Vancouver

Robin Silvester

President and Chief Executive Officer
Vancouver Fraser Port Authority

Moderator:

Natalie Obiko Pearson
Bloomberg News

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TUESDAY, DECEMBER 13, 2016

Board of Trade 101

7 – 9 a.m.

400 – 999 Canada Place

TUESDAY, DECEMBER 13, 2016

Company of Young Professionals Holiday Social

5:30 – 7:30 p.m.

The Belmont Bar
1006 Granville St., Vancouver

Event Sponsor: United Way Lower Mainland

FRIDAY, DECEMBER 16, 2016

Emotional Intelligence Essentials

7:30 – 9:30 a.m.

Pinnacle Hotel Harbourfront
1133 West Hastings St., Vancouver

Carolyn Stern

Emotional Intelligence Trainer/Facilitator



THURSDAY, JANUARY 12, 2017

Special Members' Reception New Year, New Connections

5:30 – 8 p.m.

Hard Rock Casino Vancouver
2080 United Blvd., Coquitlam

Host Chamber: Tri-Cities Chamber of Commerce

Sponsor: Hard Rock Casino Vancouver

WEDNESDAY, JANUARY 18, 2017

CEO Series

The Future of YVR

11:30 a.m. – 2 p.m.

Vancouver Convention Centre East
1055 Canada Place, Vancouver

Craig Richmond

President and CEO
Vancouver Airport Authority

Presenting Sponsors: Stantec, CIBC

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FRIDAY, JANUARY 20, 2017

Economic Outlook Forum
Presented by National Bank
Politics, Power and Prosperity

7:15 a.m. – 1 p.m.

Vancouver Convention Centre West
1055 Canada Place, Vancouver

Title Sponsor: National Bank

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Community Sponsors: TELUS, Vancouver Airport Authority, Pacific Blue Cross, BCIT School of Business, Vancity, Dentons Canada LLP

TUESDAY, JANUARY 24, 2017

CEO Series

The Global Imbalance of Power

11:30 a.m. – 2 p.m.

Four Seasons Hotel
791 West Georgia St, Vancouver

Jessica McDonald

President and CEO, BC Hydro

Presenting Sponsor: Accenture

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SHIPPING | Federal government pledges \$1.5 billion to marine safety

National Oceans Protection Plan will help safeguard B.C.'s coastline

The Greater Vancouver Board of Trade welcomes the Federal Government's \$1.5-billion investment in marine safety along the B.C. coast, which was announced by Prime Minister Justin Trudeau last month during a visit to HMCS Discovery in Vancouver.

The plan includes funding that will be spent over five years starting in 2017-18, including money to create a marine safety system, restore ocean ecosystems, and develop new methods and research to clean up oil spills.

"Canada's economy, environment and history are inextricably linked to our coastal regions. The \$1.5 billion Oceans Protection Plan unveiled today will make Canada a world-leader in marine safety and takes a powerful step toward co-management of our coasts with Indigenous and coastal communities, together making sure they remain healthy, clean, and safe for generations to come," said Prime Minister

Trudeau, while announcing the funding.

The announcement was met with widespread support in British Columbia, including from Premier Christy Clark.

"I want to welcome the Prime Minister's commitment to build a world-leading marine-safety system for the shipping traffic we have today," said Premier Clark.

"The coast and the ocean are lifelines for us in British Columbia. They are our links to the world. And for so many British Columbians, they are the source of their jobs, their means of providing for their families and for their future."

A significant volume of Canada's commodities and processed goods are exported via marine transportation. The Federal Government estimates that marine trade employs approximately 250,000 Canadians and injects more than \$25 billion to Canada's economy.

Canada has the longest coastline in the world. Our coasts



Prime Minister Justin Trudeau tours Coal Harbour in Vancouver on Nov. 7, 2016, prior to announcing the federal government's \$1.5-billion Oceans Protection Plan at HMCS Discovery in Stanley Park. | GOVERNMENT OF CANADA

support traditional Indigenous and coastal community livelihoods, enable the export and import of our goods overseas, are home to abundant Canadian fisheries, attract tourism, and play a key role in strengthening the economy and growing our middle class.

The responsible development of market access for Canadian crude oil is of national importance. The current lack of "midstream" infrastructure has turned Canada into a supplier held captive by our only customer (the U.S.) costing our national economy an estimated

\$50 million dollars each day. Ensuring the protection of B.C.'s coastline with state-of-the-art investments in marine safety will maximize Canada's economic benefit from getting our resource to market while meaningfully protecting our environment. **SB**



Governors' Banquet and Rix Awards 2017



Monday, April 3, 2017 | 6 - 9:30 p.m. | Vancouver Convention Centre - West | 1055 Canada Place Way, Vancouver



Council of Governors Inductee

Tim Manning

Retired Regional Vice President
RBC Royal Bank



The Rix Award for Engaged
Community Citizenship

Michael Audain O.C. O.B.C.
Chairman, Polygon Homes Ltd.

Yoshiko Karasawa

The Rix Award for Engaged
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SOUNDING BOARD

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As the official publication of the Greater Vancouver Board of Trade, *Sounding Board* provides analysis and discussion of regional and national issues facing the business community, along with input from Member companies, allowing them to raise their profile in the business community. *Sounding Board* is published 11 times per year by Business in Vancouver Media Group in partnership with the Greater Vancouver Board of Trade.

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

ABOUT THE GREATER VANCOUVER BOARD OF TRADE

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

OUR MISSION STATEMENT

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

OUR BASIC PRINCIPLES

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

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ECONOMY | Board submits requests for 2017 B.C. Budget

Annual submission to government covers everything from transit to trade, Uber to Airbnb, MSP to PST

BY GREG HOEKSTRA

With the release of B.C. Budget 2017-18 only two months away, the Greater Vancouver Board of Trade has shared its top priorities and recommendations with the Provincial Government.

The Board of Trade submitted its B.C. Budget wish list to Finance Minister Michael de Jong in a detailed 11-page submission on Nov. 16.

Recommendations were based on a survey of Board of Trade Members conducted in Fall 2016, as well as findings of the *Greater Vancouver Economic Scorecard 2016*, which identified a number of our region's strengths and weaknesses when it comes to attracting labour and business investment.

The letter also outlined the three criteria that next year's budget will be graded on by the GVBOT's Government Budget and Finance Committee, which include Economic Vision, Fiscal Prudence, and Tax Competitiveness.

One of the Board of Trade's key requests is that the Government continue to support trade-enabling infrastructure projects, including rail capacity across the region and port expansion

at Roberts Bank Terminal 2, as well as investments in key transit projects, which will help address Greater Vancouver's housing affordability crisis.

The submission also calls on the Province to take an immediate inventory of industrial land across B.C. and develop a comprehensive land-use strategy.

In the letter, the Board of Trade applauds the Province for working with the Federal Government to fund Phase One of the Mayors' 10-year transit vision and encourages the Province to investigate innovative new ways to fund major transit projects in the long-term, such as mobility pricing.

The letter also reiterates the Board of Trade's staunch support of ridesharing as a way to help get Greater Vancouver moving again, and calls on the Province to establish a new regulatory framework that would not only allow ride-sharing services to operate in B.C., but would also modernize taxi regulations and allow them to compete with new technologies.


One area of concern for the Board of Trade is our region's ability to attract and retain human capital, as identified in the Greater Vancouver Economic Scorecard 2016. As a result, the Board is hoping the Province

will develop a robust plan to help companies attract talent, will work with Ottawa to investigate ways to increase access to affordable child care, and will look at revamping health-care funding and service models, including the collection of MSP premiums.

Other hot topics covered in the letter include recommendations on B.C.'s fledgling LNG industry, housing affordability and the recently introduced foreign-buyers' tax, barriers to inter-provincial trade within Canada, and suggestions on how to tax short-term rental accommodation platforms, such as Airbnb, VRBO, and Flipkey.

Consistent with previous years, the Board of Trade's recommendations to Government also underscore the importance of fiscal prudence, maintaining a low debt-to-GDP ratio, and keeping taxes competitive.

This includes investigating improvements to the PST to help mitigate its negative effects on business investment and employment, which was subsequently affirmed by the recent recommendations from the Tax Competitiveness Commission.

 Read the Greater Vancouver Board of Trade's full 11-page submission and recommendations at boardoftrade.com/BCBudget17.

Missed last month's Sounding Board?

Read past issues online at boardoftrade.com/soundingboard

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LEADERSHIP | Trade is key to Canada's economic prosperity

Q&A with Economist and Board of Trade Director Patricia Mohr

Describe what you do.

Corporate director and a former Vice-President, Economics and Commodity Market Specialist at Scotiabank's executive offices in Toronto.

Where is your hometown and how did it shape you?

I was a little girl in Richmond B.C., near Steveston, but my dad's work took my family to many places, giving me an international perspective.

What was your first job?

My first job as an economist was working as a summer student for the Minister of Natural Resources Canada in Ottawa. I was recommended by one of my UBC economics professors and it was a thrill to work on mining industry policy and background papers for the Minister's speeches.

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

The value of hard work, perseverance and kindness to others.

Why did you join the Greater Vancouver Board of Trade?

To promote Vancouver as Canada's Pacific Gateway to Asia and the Pacific Rim including Latin America. Canada owes its economic prosperity to trade — we are a trading nation. Adequate and efficiently working transportation infrastructure in the Lower Mainland is key to expanding business opportunities for Vancouver and for Canada.

How do you think our region will be different ten years from now?

I hope the Port of Vancouver will become one of the world's greatest, with even more diverse trading relationships than exist today. Bilateral trade agreements with Japan, Vietnam, Malaysia and India (among others) would help to cement opportunities in bulk shipping as well as containerized traffic and air freight at YVR. There is room for Greater Vancouver to flourish as both the Pacific Gateway for Canada's natural resource exports (including crude oil and LNG) as well as

service exports in architecture, engineering, renewable energy and high-tech business.

What is your creative outlet?

Photography. My friends describe me as a "culture vulture." I have travelled extensively in Asia and love photographing ancient temple sites in places such as Myanmar and China. Canada's Northwest Passage in the Arctic is also fascinating and beautiful — a vast ocean on the top of the world with no ships, except for a Canadian Coast Guard ice breaker near Resolute.

What is something people don't know about you?

I designed the first commodity price index for Canada, the "Scotiabank Commodity Price Index."

What has been your most memorable business trip?

Presentation at an International Silver Conference in Changsha China, followed by a tour of refineries and smelters in central China. I realized China's huge



Patricia Mohr, Retired Vice-President, Economics and Commodity Market Specialist, Scotiabank

passion for mineral processing technology involving base metals and rare earths.

Who has been the most effective business leader you have met?

There have been two. The first was Sir Graham Day, a lawyer from Nova Scotia and former executive of Canadian Pacific in Montreal, who later helped to revitalise British industry under The Right Honourable Margaret Thatcher's government. He is a

man of great business acumen and very strong people skills. The second was Peter Godsoe, a former CEO of Scotiabank, who was instrumental in transforming Scotiabank from a North American-focused bank to a truly multinational organization, with extensive offices across Latin America as well as the Asia-Pacific region.

What makes someone successful?

A passionate interest in your work, strength as a team player and good communication skills, both verbal and written.

What is your favourite restaurant in Vancouver?

Kamei Royale for delicious and authentic Japanese food. **SB**

Patricia Mohr is former Vice-President of Economics and Commodity Market Specialist for Scotiabank.

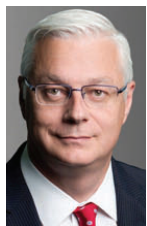
The Greater Vancouver Board of Trade is fortunate to have 36 of our region's top executives and business leaders on its board of directors. For more information on these exceptional individuals, visit boardoftrade.com/directors.



The Future of YVR

Wednesday, January 18, 2017 | 11:30 a.m. – 2 p.m.

Vancouver Convention Centre East, 1055 Canada Place, Vancouver



Craig Richmond

President and CEO
Vancouver Airport Authority

Vancouver International Airport (YVR) is a key driver of economic growth, innovation and sustainability. Join Craig Richmond, YVR's President & CEO, to learn about YVR's future and what it means for you.

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ENERGY | Harnessing the power of clean energy through partnerships

Clean Energy BC's Paul Kariya makes the case for collaboration between the business community and the clean energy sector

BY PAUL KARIYA

I want to outline how the clean energy sector and the broader business community can come together to help promote economic development in B.C.

Before we get there, it is important to note how the clean energy sector has already helped to diversify and fuel the B.C. economy.

Members of the Clean Energy Association of BC have invested more than \$8.6 billion in almost 100 electricity generation projects located in all regions of the province, which has supported 17,253 direct, well-paying, full-time construction jobs.

Our sector contributes millions each year in income and property taxes, land lease payments, royalties, licenses, and permit fees, and is a major tax

base for local communities. Moreover, in a time when there is concern regarding the negative environmental impacts of development from natural resource projects, communities, commentators and First Nations are advocating for more partnerships with our sector.

Private sector clean energy developers and operators work in a complementary manner with BC Hydro. Our members provide 15 per cent of the power BC Hydro manages, with another 10 per cent it buys from landfills, and forestry and mining companies.

When our sector does electricity generation projects, the long-term expenses and risks are transferred from the public sector to the private developers and operators. They have contractual obligations to maintain the system and deliver clean power.



Paul Kariya, Executive Director, Clean Energy Association of BC

Climate change is demanding that we reduce greenhouse gas emissions as aggressively as possible and adapt how we power our industry and society – how we live



The clean energy sector provides great value and energy security over the long-term, especially as British Columbia's electricity needs grow over the next 20 years.

With the federal government signaling that the carbon tax will reach \$50 per tonne by 2022, there is no better time to get in front of these regulatory changes than through increased electrification.

The Government of British Columbia's BC Climate Leadership Plan is a good step in that direction by expanding the Clean Energy Vehicle Program and modifying the mandate of Demand-Side Management to promote electrification. The recent announcement of a new e-drive rate for LNG facilities is also a positive step. But we need to do more and think bigger.

We need to use B.C.'s clean electricity advantage as a lever for economic development. Electrifying upstream oil and gas and pipelines will not only help increase load but allow B.C. to market its natural resource products as the cleanest in the world.

Some social-conscious companies are relocating to

jurisdictions that have readily available renewable energy so they can reduce their carbon footprint and brand their operations as clean.

Since B.C.'s electricity is nearly 100 per cent clean, we should all work together to aggressively market that to attract new opportunities. One data center alone could bring as much as 50 MW of much-needed load — new clean, well-paying B.C. jobs.

Climate change is demanding that we reduce greenhouse gas emissions as aggressively as possible and adapt how we power our industry and society — how we live.

Strong partnerships between the clean energy sector and greater business community through increased electrification must be part of the solution. SB

Paul Kariya is Executive Director of the Clean Energy Association of BC.

Clean Energy BC aims to provide cost-effective electricity through the efficient and environmentally responsible development of the Province's energy resources. Learn more at cleanenergybc.org.

Economic Outlook Forum

Presented by National Bank

Politics, Power and Prosperity

Friday, January 20, 2017 | 7:15 a.m. – 1 p.m.

boardoftrade.com/EconomicOutlook

See page 2 for more details...

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



Ian Anderson, President of Kinder Morgan Canada (right), takes part in a Q&A session with Board of Trade Members on Nov. 3 about pipeline success and 'Getting to Yes.' The discussion was moderated by B.C. broadcast legend Bill Good (left). | MATT BORCK



Dr. Terry Lake, B.C.'s Minister of Health, gives opening remarks at Health Care Forum 2016 presented by Pacific Blue Cross. | MATT BORCK



Dr. Cynthia Ambres from KPMG's Global Centre of Excellence for Healthcare (right) speaks with Board of Trade Governor Carole Taylor (left) during Health Care Forum 2016 on Nov. 4. | MATT BORCK



Former Canadian Ambassador to the U.S. Gary Doer speaks to reporters on Nov. 18 following the sold-out event 'President Trump: What it means for Canada' co-hosted by the Board of Trade and Dentons. Doer was joined on stage by former U.S. Ambassador to Canada Gordon Giffin and James Moore, former Canadian MP and Cabinet Minister. | MATT BORCK



Board of Trade President and CEO Iain Black is interviewed by Global BC's Ted Chernecki outside Canada Place on the eve of the 2016 U.S. Presidential Election. Black was asked to weigh in on how Canada-U.S. relations might be affected by a Donald Trump or Hillary Clinton Presidency. | GREG HOEKSTRA



The Honourable Shirley Bond, B.C.'s Minister of Jobs, Tourism and Skills Training, takes part in a Q&A at the Board of Trade on Nov. 14, moderated by 2016-17 Chair Robin Silvester. Bond gave an update on the BC Jobs Plan. | MATT BORCK

EMPLOYMENT | Should employers increase salaries in 2017?

WCBC's Barry Cook provides insights from recent compensation survey

BY BARRY D. COOK

Nine out of ten Canadian employers review salaries and implement any appropriate adjustments on an annual basis. A majority of these employers administer the reviews and make adjustments in the first three months of the calendar year. These are some of the findings of survey recently released by Western Compensation & Benefits Consultants.

Nationally, employers are planning to increase their salaries by 2 per cent to 2.5 per cent, but the increase varies by employee level, type of position, geographic region and industry.

The survey found that management/supervisory and professional/technical positions continue to pose the biggest attraction and retention challenges and hence, will be receiving larger increases.

Employees in some industries such as professional services,

finance and insurance will be receiving higher raises, while increases in the public sector will be lower.

Employers need to retain their existing employees and be capable of recruiting new talent. At the same time, employees are preconditioned to the notion of annual salary increases. Recognizing these important realities, employers are challenged with taking the most appropriate initiatives.

A small minority of employers annually implement "cost-of-living" increases, which may result in all employees receiving a raise which is tied to the increase in the Consumer Price Index.

Although this approach is simple and may seem "fair," it may not be appropriate for the following three reasons.

1. Salaries at the wrong level.

The employer's salaries may have not been at the right level (i.e. too low or too high) compared to the market before the increase was awarded. Providing egalitarian salary increases

will not solve this problem.

2. Employers are using the wrong ruler.

From a competitive perspective, employers should be basing their salary increases on what other relevant employers are doing with their salaries. The CPI increases do not provide this needed information.

3. Increases should be tailored to individuals.

Some employees should receive increases which are higher than those awarded to the typical employee.

This could include employees recently promoted into his or her position and who are "ramping up" towards full competency and the corresponding fully competitive market salary for the position. It could also include employees who have outstanding performance.

By the same token, there could be employees who should receive increases less than the typical employee because of job performance issues.

So, what should an employer do?

In my experience, employers that are following good



Barry D. Cook, Partner, WCBC

compensation governance practices periodically obtain compensation surveys and compare their salary levels (as well as other components of compensation) to that paid to comparable positions by employers which compete with them for employees.

Compensation research reports can help reveal that an employer's salary levels for some positions are competitive, while other salaries are less competitive.

Whatever the outcome of the market comparisons, the data will provide the employer with the information needed

to make appropriate salary decisions.

In the case of employers which have very recently compared their salary levels to the market as described above it may only be necessary to obtain information regarding the magnitude of salary changes planned or already implemented by competing employers.

This data should allow an employer to keep its salaries at a relatively competitive position in those years when compensation surveys are not used to evaluate market competitiveness. **SB**

Barry D. Cook is a Partner at Western Compensation & Benefits Consultants.

Compensation research reports recently released by WCBC contain a wealth of information to assist employers in their compensation and benefits planning. More than 500 organizations contributed data regarding employer policies and the compensation paid to over 400 positions. Did you know that Greater Vancouver Board of Trade Members are eligible to receive a 15 per cent discount on 2017 compensation research reports? Call 604-683-9155 for details or visit wcbc.ca.

EMPLOYMENT | Why businesses should strive to build an accessible and inclusive workplace

Finding the equilibrium of workplace inclusion of people with disabilities

BY KAREN LAI

Let's face it: It's almost 2017, and there are still many myths and stereotypes that negatively impact workplace inclusion for individuals with disabilities.

For example, many in the business community still erroneously believe that people with disabilities can't do the job properly, require extra training, won't be able to fit in with other colleagues, or require more sick days at work.

Due to the significant gap of inclusion, many services exist to support individuals with disabilities and help them discover work opportunities. In addition, some workplaces are now making a concerted effort to build an inclusive workforce. However, there are still barriers and struggles. Why?

Although the concept of workplace inclusion may sound relatively easy, it's hard work and a challenge to achieve. It requires

both parties — individuals with disabilities and employers — to work together to achieve inclusion where there is acceptance, tolerance, and understanding of one another. This is a feat to accomplish. That's not to say it can't be achieved, but that it takes a concerted effort.

I have been fortunate enough to have two perspectives throughout my own career. First, I have been working with people with disabilities for more than 15 years, helping to support them to be included in the community by attaining employment.

Secondly, I live with a disability which gave me positive and negative experiences about entering the workforce. Both of these perspectives have reinforced my belief that "it takes two to tango" when it comes to building inclusive workplaces.

For businesses, they have to have the desire to become an inclusive workplace at all levels, especially at the management level. They have to be committed to a culture of understanding,



In the end, workplace inclusion is about valuing one another and recognizing that everyone brings their own skills and talents to the workplace, regardless of disabilities



acceptance, and awareness of one another so that they can learn from each other and appreciate the values each person brings to the workplace. This may mean attending workshops, training, or interacting with people with disabilities on a regular basis. It is a shift in perception, which can be difficult to achieve.

For individuals with disabilities, it is important that they accept their abilities and limitations so that they can work with their employer to see the best fit in the workplace. Acknowledging limitations is hard to do, especially when much of society views it as a sign of weakness and vulnerability.

However, individuals with disabilities know themselves the best, so they are in the best position to let others know what they need, and at the same time, increase the comfort level of others towards their own disability.

The best way to eliminate the fear is to confidently interact with others. Over time, others will see the individual's gifts beyond his or her disability.

Building workplace inclusion is not rocket science. However, it is a challenge. There are many

suggested guidelines about working with people with disabilities, but frankly, each person is an individual and requires their own set of guidelines.

In the end, workplace inclusion is about valuing one another and recognizing that everyone brings their own skills and talents to the workplace, regardless of disabilities. It is the responsibility of businesses to create an open space and the responsibility of the individual to build a sense of comfort level between colleagues about disability.

Both businesses and individuals with disabilities have to work together, bend backward to accommodate each other, and strive to create the space to relate to one another.

In doing so, they will help create a culture of understanding, acceptance, and awareness towards workplace inclusion, which will ultimately reduce the gap and lead to a brighter future. **SB**

Karen Lai is an accessibility and inclusion consultant and Member of the Greater Vancouver Board of Trade. She previously worked with BC Centre for Ability Association helping businesses improve employment for people with disabilities. She can be reached at karen.lai@telus.net.

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RECOGNITION | Help us celebrate Greater Vancouver's champions of diversity

WLC seeking nominees for the third annual Wendy McDonald Awards

BY BRIDGITTE ANDERSON

The Women's Leadership Circle is excited to announce the return of our annual Wendy McDonald Awards, which aim to increase the profile of outstanding women — and champions of women — in the B.C. business community.

The third annual awards were officially launched last Wednesday, Nov. 30, during a sold-out WLC networking event and celebration at C|Prime restaurant.

These annual awards are presented in honour of the late Wendy McDonald, a Canadian business icon, and trailblazer who served as the first female Chair of the Board of Trade in 1990. Wendy was truly an indomitable force in Canadian business and a pioneer of women in leadership.

As the former president of BC Bearing Engineers Ltd., Wendy's leadership made her company an international competitor in

a male-dominated industry. What's more, she was a community champion for our region through her volunteerism, business leadership, and her role as an original investor in the Vancouver Whitecaps FC.

As Vice Chair of the Women's Leadership Circle for 2016-17, it was my honour to help launch this year's awards last week. Research shows that companies with more women in executive roles and on boards perform better financially. The WLC believes that recognition is vital to increasing the number of women and champions of women actively working to promote diversity in the workplace.

This year, we will be presenting awards in five different categories, each of which represents one of Wendy's personality traits. The categories are:

Diversity Champion

Recognizing an individual who sponsors diversity and equality within their organization.

This individual has promoted systematic change within their organization. Both male and female nominees will be accepted for this award.

Community Catalyst

Individuals who have helped create positive and tangible changes in the Greater Vancouver community through their leadership.

Entrepreneurial Innovation

An individual who started a game-changing business or has become a successful job creator through entrepreneurial initiatives.

Outstanding Mentor or Sponsor

An individual who has imparted wisdom, experience, and knowledge through mentorship. Both male and female nominees will be accepted for this award.

Women to Watch

These individuals have made a difference in their community or professional work force and exhibited undeniable promise. Nominees in this category are limited to women in the early



The late Wendy McDonald, President of BC Bearing Engineers Ltd., was a trailblazer for women in business. She became the first female Chair of the Greater Vancouver Board of Trade 26 years ago. | FILE PHOTO

stages of their career who are age 35 and under as of January 30, 2017.

Winners will receive media exposure through our *Sounding Board* publication and through an online profile. You can see profiles of last year's winners online at boardoftrade.com/WLC. Winners will also be recognized at a special awards reception in early 2017. Nominations will be

accepted until 9 a.m. on Friday Jan. 20, 2017.

Learn more about our awards criteria or make your nomination today by visiting boardoftrade.com/WLC. SB

Bridgitte Anderson is the 2016-17 Vice Chair of the Greater Vancouver Board of Trade's Women's Leadership Circle. She also serves as the General Manager of Edelman Vancouver.

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Vancouver	April 19-20, 2017	February 8, 2017
Victoria	June 5-6, 2017	April 5, 2017

A limited number of RBC Foundation scholarships valued at \$1,000 each are available for this offering.

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