



OPINION: B.C.'S VOTE ON ELECTORAL REFORM IS MISLEADING

Gordon Gibson speaks out on the flawed referendum process to date

3



SOUNDING BOARD



THE OFFICIAL PUBLICATION OF THE GREATER VANCOUVER BOARD OF TRADE AND ITS MEMBERS | NOVEMBER 2018 | VOLUME 58 / ISSUE 10 | BOARDOFTRADE.COM

Game-changing LNG project gets the green light

ECONOMY | 'We are creating an entirely new industry in Canada,' LNG Canada CEO tells Board of Trade

BY GREG HOEKSTRA

History was made last month when LNG Canada announced its plans to move forward and build the world's cleanest LNG facility in Kitimat, British Columbia. The \$40-billion project will be the single largest private-sector investment in Canadian history.

The company announced in early October that its joint venture participants — including Shell, PETRONAS, PetroChina, Mitsubishi Corporation and KOGAS — had reached a positive Final Investment Decision (FID), making headlines from coast to coast.

On Oct. 26, LNG Canada CEO Andy Calitz took the stage at the Greater Vancouver Board of Trade to discuss the company's eight-year-long "Journey to FID" and what the next steps are for the megaproject.

In his opening remarks, Calitz did not mince words or



Executives from LNG Canada take questions from GVBOT Members during a sold-out event on Oct. 26. | MATT BORCK

downplay what a monumental shift the FID represents, not only for his company but for our national economy and the thousands of individuals who will be employed by the project.

"We are creating an entirely new industry in Canada,"

Calitz told a crowd of 350 business leaders. "It is no exaggeration to say that our project will have life-changing impacts on thousands of people and their families."

Calitz also acknowledged that the road to FID was not always

a smooth one, with plenty of bumps along the way, including two postponements due to a global gas market downturn.

"A year or two ago, a reporter wrote a story on our company and named me the 'Optimistic CEO of LNG Canada.' Within the

company, I have had to serve as 'CEO of Hope,'" said Calitz. "You have to be optimistic when you're planning a moon landing, or in this case, facing significant challenges and complexity while spending significant investment capital to reduce risk and maximize certainty before the project gets the green light."

Following his opening remarks, Calitz took part in a panel discussion with LNG Canada's Executive Project Director Steve Corbin, Commercial Director Rob Dakers, and External Affairs Director Susannah Pierce, on their experiences throughout the process. Board of Trade President and CEO Iain Black also joined them on stage to moderate an audience Q&A. **SB**

Audio from Calitz's keynote presentation and the panel discussion are available at boardoftrade.com/ingcanada2018.

Greg Hoekstra is Communications Manager for the Greater Vancouver Board of Trade.



Inclusive hiring

YVR CEO Craig Richmond on how businesses benefit when they hire employees from diverse backgrounds

7

Gender equality

With the fifth annual We For She conference later this month, Chair Lori Mathison reflects on the event's growth

4



Increasing accessibility

Brad McCannell of the Rick Hansen Foundation on the compelling business case for accessibility

6

Highlights from the WLC's recent event on women in politics

2

Q&A with Board of Trade Director and strategic consultant Kim Baird

5

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2 EVENTS AND SPEAKERS

DIVERSITY | Women leaders advocating for women leaders

Highlights from the Women's Leadership Circle's recent event on women in politics

BY JILL KILLEEN

The messages from three female political leaders were clear at the recent Leadership Lessons from Women in Politics event hosted by the Women's Leadership Circle of the Greater Vancouver Board of Trade.

The Honourable Christy Clark, former Premier of British Columbia and now senior advisor at Bennett Jones LLP, delivered the morning's keynote address and then joined the Honourable Hedy Fry, Member of Parliament for Vancouver Centre and Nicole Read, Mayor of Maple Ridge for a question-and-answer session led by veteran broadcast journalist Pamela Martin.

While women around the world are closing the gender gap in areas such as health and education, significant gender inequality exists in politics, the audience was told. Only 23 per cent of the world's elected representatives in national parliaments are women.

Clark's candid remarks gave clear direction to women wanting to make their mark and effect positive change. Women should,

she said, walk into any room and "act like you belong, because you do belong."

Clark, the longest-serving female premier in Canada, is also the first premier to openly discuss a personal experience of sexual assault. She told women to believe in themselves and chart their own leadership course: "Stop doubting, and damn the critics because we don't fit their view of what our position should be."

Each panellist explained what shaped her own leadership style. Whether it was responding to harsh criticism and handling conflict, gaining recognition as a leader within organizations and communities, or continuing to trail blaze, their messaging resonated.

Clark, Fry and Read discussed the different leadership styles of men and women. Clark said women internalize and analyze conflict while men approach it in a more transactional way, dealing with disagreements at work and then moving on, ensuring disagreement is not personal.

Panellists cited the top leadership skill that has best served them, with Read and Clark citing



L-R: Pamela Martin, Hedy Fry, Nicole Read and Christy Clark speak to the WLC on Oct. 11. | VISION EVENT PHOTOGRAPHY

authenticity and a commitment to values and teamwork, and Read emphasizing the need to "be yourself, since that takes the most courage."

Fry, who entered politics in 1993 and is the longest-serving female MP in Canada, said that while her own career mentors had all been men, women should take on the mantle of mentorship: "Don't stop until there is an equal amount of women and men at the table because if it's all one gender, then we will only look at problems in one

dimension and not holistically."

Clark said there is a "special kind of misogyny (directed at women who go out into the world to lead and serve in government," and she urged women to extend forgiveness when criticized. That sentiment was echoed by Martin, who served as a community liaison for Clark's government after leaving broadcasting. "We need to forgive the people who criticize us in order to effectively move forward," said Martin.

Clark ended the session with a

call to action. "Don't expect politics or business to be easy," she said. "Be brave and confident in knowing you're as capable as any one else. Is it someone else's job to ensure the voice of women is heard? It's your job to do this. If we don't accept this job, it will never change. This is your job." **SB**

- With files from Narinder Nagra

Jill Killeen is Principal at Killeen Communications Strategies and a Member of the Greater Vancouver Board of Trade's Women's Leadership Circle.

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

TUESDAY, NOVEMBER 13, 2018

The Digital Technology Supercluster

8:30 - 10 a.m.

Scotiabank Theatre Vancouver
900 Burrard Street

Sue Paish, Q.C.

CEO
Digital Technology Supercluster

MODERATOR

Meredith Powell

BC Lead
One Eleven Global

Presenting Sponsor: Deloitte



WEDNESDAY, NOVEMBER 14, 2018

LOT & CYP

Ridesharing Now: How millennials can help bring change to our region

5:30 - 7:30 p.m.

The Blackbird Public House
905 Dunsmuir Street

SPEAKERS

Timothy J. Burr Jr.

Director of Public Policy
Lyft

Damon Holowchak

Partner
Donnelly Group

MODERATOR

Sonia Takhar

Policy Analyst
Greater Vancouver Board of Trade

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Preferred Media Partner: DailyHive Vancouver

MONDAY, NOVEMBER 19, 2018

Auto Insurance in B.C.

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

Coast Coal Harbour Hotel
1180 West Hastings Street

Don Forgeron

President and CEO
Insurance Bureau of Canada

Presenting Sponsor: Insurance Bureau of Canada

TUESDAY, NOVEMBER 20, 2018

Company of Young Professionals

Peer Leadership Forum Launch

5:30 - 7:30 p.m.

Pinnacle Hotel Harbourfront
1133 West Hastings Street

Meredith Powell

BC Lead
One Eleven Global

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Event Partner: Red Truck Beer

Preferred Media Partner: DailyHive Vancouver

WEDNESDAY, NOVEMBER 21, 2018

Sales Performance Summit

8:30 a.m. - 5 p.m.

Four Seasons Hotel Vancouver
791 W Georgia St, Vancouver

FACILITATOR

Shane Gibson

Author, Speaker, Sales Thought Leader

WORKSHOPS

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2. Leveraging Technology and Selling Intangibles

PANEL DISCUSSION

Sales Force Leadership and the Future of Sales

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OPINION | British Columbia's vote on electoral reform is 'dishonest' and 'misleading'

Gordon Gibson speaks out against the flawed referendum process to date

BY GORDON GIBSON

I was born in British Columbia a bit more than 81 years ago and have spent most of my life here. It has been a great privilege to live in this province and, like many, I have done what I could to give back.

My method was via politics. I ran five times, elected twice as an MLA. I was executive assistant to Pierre Trudeau and then leader of the B.C. Liberal Party in the 1970s. I contested that position again in the 1990s, losing to Gordon Campbell. I have since been non-partisan. In the last election the record will show I gave \$2,000 to the campaign of NDP MLA Carole James.

Over that time I have learned there are two parts to politics. Most of the year-to-year decisions belong to our elected representatives, including taxation and spending. That is fine.

However some basic things – our rights and freedoms – do not belong to politicians. Central to our rights and freedoms is our electoral system by which we select our representatives.

Politicians are hopelessly conflicted and naturally will seek personal advantage in any change. But democratic elections belong to us, and if the rules are to be changed they should be changed by us.

In 2002 I was tasked by the B.C. government to design the Citizens' Assembly on Electoral Reform. That process was unanimously adopted by the B.C. legislature. It has been studied and copied around the world as the gold standard for making such important changes.

All 160 members of that assembly studied, consulted and deliberated for a year and proposed a precise system (it was called BC-STV) that was put to a referendum vote. That is the way to do it: citizen design, citizen approval. Almost 58 per cent of British Columbians voted in favour. That was not enough for the government of the day, though none of its members could even dream of such support personally. So the initiative support dwindled and died.

Now we have a new proposal for electoral change, but with a huge difference. This one is designed by partisan politicians for their benefit, however high-sounding their words.

Now we have a new proposal for electoral change, but with a huge difference. This one is designed by partisan politicians for their benefit, however high-sounding their words.



Anyone who follows sports knows the importance of detailed rules. Even apparently tiny ones can tilt the playing field and rig the game. To all but the closest students of the game the tricks are invisible, but they determine who wins.

That is the basic problem of the current referendum on electoral change. Specific details like community representation, what bosses will choose party list MLAs, how many votes you will have and how counted – these essentials are hidden, to be decided only after the referendum by conflicted politicians. But that is too much of a mandate to give to a saint, let alone your average MLA.


In short, this process is dishonest, misleading and wide open to down-the-road manipulation.

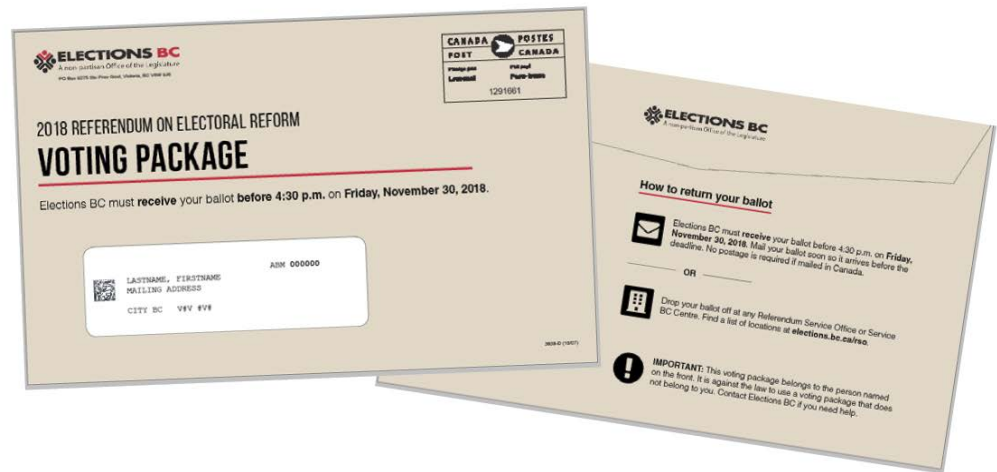
What MLAs who support this referendum are advocating is an erosion of our rights and freedoms, as the politicians write their own employment contracts.

We know the right citizen process in B.C. and have used it in the past. That is the honest way to consider the respectable but very complex question of electoral change. Our current government is following a process that is wrong. I say, for shame.

On this self-serving and deceitful question, "No" is the vote for democracy. **SB**

Gordon Gibson, author of *Fixing Canadian Democracy*, designed the Citizens' Assembly process for the B.C. government. He led the B.C. Liberal Party from 1975 to 1979 and was inducted into the Order of B.C. in 2008.

 Voting packages for the Referendum on Electoral Reform were mailed to registered voters between Oct. 22 and Nov. 2. If you did not receive your package, you can request a new one by calling 1-800-661-8683 or visiting elections.bc.ca/ovr.



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ABOUT THE PUBLICATION

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

ABOUT THE BOARD OF TRADE

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

MISSION STATEMENT

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

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LEADERSHIP | Standing up for gender equality

Chair Lori Mathison on this month's We For She conference

BY LORI MATHISON

This November, the Greater Vancouver Board of Trade will celebrate a milestone — the fifth anniversary of our We for She conference, which aims to increase the number of women in leadership positions in B.C.

The conference has come a long way since it was first launched in 2014 under the title, "B.C. Economic Forum: Women as a catalyst for growth." Held at the Fairmont Pacific Rim, the inaugural event drew roughly 400 attendees for a day of learning, insights, and table sessions.

In the years since, we've had to find increasingly larger venues to accommodate the growing number of attendees, which topped 1,400 last year, including hundreds of high-school students from across the province.

We for She is now one of the largest events of its kind in North America, which is something worth celebrating unto itself. However, the conference would never have achieved this level of success and notoriety if it wasn't for our organizing partners, the Province of British Columbia and the Women's Enterprise Centre, who have been steadfast supporters and instrumental in spreading the word province-wide.

We are also very fortunate to have a dedicated committee of volunteers who lend their expertise to help us generate ideas, keep content fresh and engaging, and find inspirational speakers to take our stage each year.

I would particularly like to thank We for She Co-Chairs Lois Nahirney and Jill Earthy, two trailblazers who have given countless hours of their time over the past five years to lead this important initiative, as well as Amelia Wong, an event specialist



Lori Mathison

who has spearheaded the planning, logistics, and execution of this conference for all five years.

Our 2018 event will take place Nov. 16 and is on pace to be the largest conference to-date, with upwards of 1,500 delegates. The theme for this year is "Creating an Equal Future," and will explore how local businesses can meaningfully advance gender balance in their workplaces.

Ultimately, our goal is to grow the Canadian economy by championing gender diversity as a business imperative. A recent report from the McKinsey Global Institute found that addressing gender inequality could add \$150 billion in incremental GDP in 2026 — six per cent higher than business-as-usual GDP growth forecasts over the next decade.

At the Greater Vancouver Board of Trade, we understand that having parity at the decision-making table helps organizations generate ideas and products that are more reflective of their customers, clients, or members. We are so fortunate to have gender parity on our board of directors, with 18 of our 36 directors being female CEOs or senior executives in B.C.'s business community.

Of course, increasing equality and embracing diversity is not

only a business issue — it's also a moral imperative. I believe it's incumbent upon us as business leaders to engage, enable, and elevate the next generation to aim high in their careers.

We are very excited to add a new session to We for She this year called "Create Positive Mindsets: Love Your Story" which will feature five personal stories of courage and boldness, including two teenage transgender advocates, Levi Nahirney and Tru Wilson.

Sharing personal stories of overcoming adversity can be a powerful motivator for change, as we learned last month when we hosted Ellen DeGeneres for a moderated conversation at Rogers Arena in front of 16,000 fans.

As part of that event, the Greater Vancouver Board of Trade was able to give away free tickets to hundreds of high-school students who are registered for We for She 2018, so they could attend and hear from Ellen about how she overcame challenges and struggles in her career, from coming out as a gay woman in the 1990s, to the subsequent cancellation of her first TV show, to her eventual rise to stardom as the host of an Emmy Award-winning talk show.

"I was scared of a lot, but I pushed through that fear and did things that I never thought I could have done, and it has led me here," Ellen told cheering fans at the end of the event. "I hope for all of you to push through any fear that you have. Do what feels good to you. Just be who you are."

It's an important message, and one that we hope has set the stage for an incredible We for She conference later this month. I hope to see you there! **SB**

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



Monday, November 19, 2018

Auto Insurance in B.C.



Don Forgeron, President and CEO, Insurance Bureau of Canada

Auto insurance systems are experiencing challenges across Canada, and none more so than those facing drivers in British Columbia. Don Forgeron, President and CEO, Insurance Bureau of Canada will outline how opening the B.C. market to competition and choice would spur greater innovation and improve the affordability of auto insurance in B.C.

Presenting Sponsor:



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LEADERSHIP | 'Once you do your best, let go of everything else'

Q&A with Greater Vancouver Board of Trade Director Kim Baird

Describe what you do in 10 words or less.

I provide strategic advice and also advise on Indigenous matters.

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

I was born in Langley, off the Tsawwassen Reserve, where my mom is from and it left me confused about my identity and wanting to connect with my community. I had a fairly transient life until I moved to Tsawwassen First Nation when I was 14, and have been here since.

What was your first job?

Aside from babysitting, my first part-time job was doing maintenance work for Tsawwassen First Nation, mowing grass, painting fences, etc.

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

I lost my dad when I was young, but I remember his entrepreneurial spirit. My mom taught me about tenacity, and how to fight for something you want. They both taught me about the

importance of family and unconditional love.

Why did you join the Greater Vancouver Board of Trade?

I think it is a critical time in this country to advance information and dialogue on Indigenous reconciliation in Canada. This is a complex topic, but important to all society and I think the business community has a huge role to play in reconciling Canada.

How do you think our region will be different 10 years from now?

We will have an increased population and density. We will have established our transition to a low-carbon economy. We will have identified and planned for strategic infrastructure needs and will have started to close the gap. We will have better Indigenous inclusion in all sectors in the economy — especially the knowledge economy.

What is the most difficult thing you have ever done?

I did a live interview on CBC Early Edition with Rick Cluff at 6:30 in the morning the day after I lost my election as chief of the



Kim Baird

Tsawwassen First Nation, after having had the position for 13 years, during which I negotiated and implemented the Tsawwassen Treaty. It really wasn't my favourite thing.

What is something most people don't know about you?

People don't know that I am a horror fiction and movie buff.

What is your creative outlet?

I love cooking — but it's a recent hobby. I also love writing and find it therapeutic if no deadlines are attached to it.

What were you like in high school?

I was introverted, quiet and goth in high school.

What qualities make someone successful?

Some traits include passion, drive, tenacity, reliability, integrity, and kindness.

What was the first concert you ever saw? And the most recent?

Billy Idol was my very first concert at UBC and my most recent was Jack White in San Francisco.

Are there any songs that have a special meaning to you?

There are too many to list. I really enjoy live music, predominantly independent/alternative music. I find it can be very motivating and having a good soundtrack in the background of my life is fairly important. My favorite new find is Parquet Courts.

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

You can never do more than your best. So once you do your best, let go of everything else (worry, guilt, stress). Everything else is extraneous.

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

I look forward to the day we see a woman National Chief for the AFN. There are many glass ceilings in Canada, and I personally

think there are more for Indigenous women to break.

What is on your bucket list?

A month in Italy with my daughters before they are adults.

If you retired tomorrow, how would you keep busy?

It may not wait until I retire, but I really would like to write a book or two about Indigenous issues and some of my experiences during my career.

What is the secret to happiness?

I think the secret to happiness really is living in the moment. I haven't mastered this, but happiness really does appear to come down to your outlook on things and how you chose to think about and react to your environment. The older I become the more I realize the only thing I really have control of is myself and how I view things. **SB**

Kim Baird is the Owner of Kim Baird Strategic Consulting and former Chief of Tsawwassen First Nation.

The Greater Vancouver Board of Trade is fortunate to have 36 of our region's top business leaders on its board of directors. Learn more about these exceptional individuals at boardoftrade.com/directors.



Energy Forum 2018

Thursday, December 6, 2018 | 7:30 a.m. - 12 p.m. | Sheraton Vancouver Wall Centre, 1088 Burrard Street

Bringing together a diverse intersection of industry representatives, policy-makers and the business community for an inclusive dialogue on Canadian energy development and its role in supporting a robust, competitive and sustainable, Western Canadian economy.

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Session 1: Geopolitical energy risks

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Session 2: Western Canadian Energy Developments

2018 has been a landmark year in Western Canadian energy. This panel will explore three facets: LNG development, Indigenous consultation and business development, and Canada's oil sands.

Session 3: Transferable Technologies

Learn how innovations and breakthroughs in the energy sector are being applied to diverse parts of our economy and our export base.

For more information visit

boardoftrade.com/energy2018

ACCESSIBILITY | Is your business leaving money on the table?

Brad McCannell of the Rick Hansen Foundation on the business case for accessibility

BY BRAD MCCANNELL

Most of us don't think about how a set of stairs can be a barrier to making a profit. But it can be. Limited accessibility for people with mobility, vision, and hearing disabilities is costing Canadian businesses billions of dollars, according to a recent Conference Board of Canada report.

It's more important than ever that business owners consider how improving accessibility can positively impact operations - and how it can make their businesses more successful.

In June 2018, the federal government tabled the Accessible Canada Act. This historic milestone in Canada's history will aim to make our buildings and sites accessible for people of all abilities. While the government begins its work effectively implementing the Act, businesses should consider all the ways improving accessibility can add significant value.

There is a strong business case for accessibility.

Today, one in seven Canadian adults currently identify as having a disability. This number is expected to grow to one in five by 2036 due in part to our aging population. This demographic is already known to have big spending power.

Annually, people with disabilities represent 14 per cent of consumer spending, the equivalent to \$164 billion. By 2030, real spending by this group is anticipated to grow to 21 per cent of the total consumer market, or \$316 billion annually.

Businesses that remain inaccessible are missing out on critical opportunities to increase their profits, as well as expand their talent pool. That's because 57 per cent of Canadians with physical disabilities who are currently unemployed believe they would be able to work if workplaces were made more accessible. If this population could achieve meaningful employment, it would potential increase Canada's GDP by \$16.8 billion by 2030. With the Act soon coming into effect, time is running out.

The perception of disability as a problem is false — the real problem is a lack of access.

While today's codes and common building practices focus primarily on wheelchair users, Universal Design is for everyone. This includes people with permanent or temporary disabilities or illnesses, older adults and seniors, and parents pushing strollers. Universal Design is inclusive of people's needs across their lifespan.

How can we improve accessibility before legislation is implemented? The Rick Hansen Foundation Accessibility Certification™ (RHAFAC), launched in B.C. last fall, is a rating system where trained professionals use a consistent methodology to evaluate the meaningful access of commercial, institutional, and multi-unit residential buildings and sites.

Once rated, a building or site may be certified at one of two levels, "RHAFAC Accessibility Certified" or "RHAFAC Accessibility Certified Gold." Organizations can then choose to publicly list their certification level on the online RHAFAC Registry, hosted by



Brad McCannell

Highlights from the Conference Board of Canada's February 2018 report "The Business Case to Build Physically Accessible Environments."

- There are 2.9 million Canadians living with a physical disability that impairs their mobility, vision, or hearing, representing 10 per cent of the country's population.
- That number will rise by 1.8 per cent annually over the next 13 years, nearly double the pace of the population as a whole.
- Real spending by this group is set to rise from \$165 billion in 2017 to \$316 billion in 2030, increasing from 14 to 21 per cent of the total consumer market.
- Reasonable investments in workplace access would allow over 550,000 Canadians with disabilities to participate more fully in the workforce, increasing GDP by \$16.8 billion by 2030.
- Physical accessibility is more than meeting legal standards or specifications — it also involves fostering a sense of inclusion so people with disabilities can flourish.

View the full report online at conferenceboard.ca

CSA Group, to showcase their achievement.

Today, over 1,000 buildings in B.C. have been registered to be rated and many have received

their certification. SAP Labs, located in Vancouver, was the first business in Canada to be rated "RHAFAC Accessibility Certified Gold" in August 2018.

Simply put, if your business is not accessible, then people can't get in to learn more about what you do, buy your products or services, or become valuable employees.

Accessibility is for people and for profit.

Simply put, if your business is not accessible, then people can't get in to learn more about what you do, buy your products or services, or become valuable employees.

That's why the sustainability of our communities depends on planning and design that embraces tools like the Foundation's Accessibility Certification program.

It makes good economic sense to know how to make your space appeal to more tenants, serve more customers, and attract more staff. And to give every Canadian the ability to participate and live to their full potential.

Let's work together to build a Canada that's accessible for all! **SB**

Brad McCannell is Vice President, Access and Inclusion, at the Rick Hansen Foundation. Since founding Canadian Barrier Free Design Inc. in 1992, Brad has been a leader in the field of accessibility and has extensive experience in the application of universal design across the built environment. To contact Brad directly, email access@rickhansen.com.

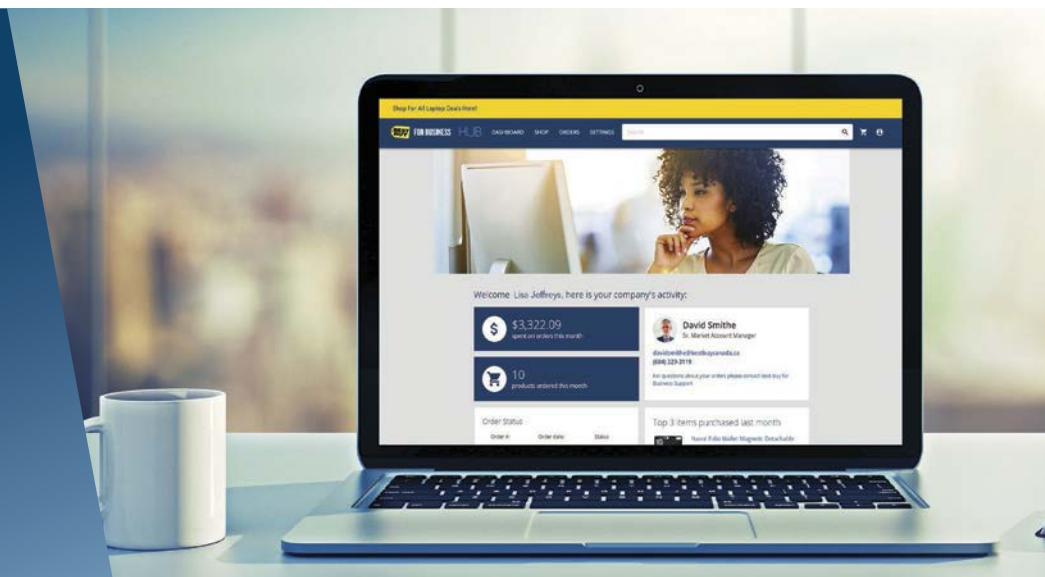
To find out more about the Rick Hansen Foundation Accessibility Certification™ (RHAFAC) program, or to book a rating visit for your building or office, visit rickhansen.com/RHAFAC.

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EMPLOYMENT | Hire people who aren't like you

YVR CEO Craig Richmond on the importance of inclusive hiring

BY CRAIG RICHMOND

There will be one million job vacancies in B.C. by 2025.

Put your hand up if you have heard the news about a massive labour shortage and you're worried about finding skilled workers. You may all put your hands down. When asked about their most-pressing challenges — recruiting smart, motivated employees is among the top answers given by business leaders.

But what if I told you there was this huge, untapped reservoir of British Columbians looking for meaningful employment? What if there was a demographic of young, traditionally ignored people looking for jobs? What if I told you the key to success was hiring people who were nothing like you? Hopefully you'd read on.

There are currently about 334,000 people in B.C. living with a disability.

That is more than 7 per cent of the population of our province. And yet, they are massively

underrepresented in our workforce. This despite a plethora of statistics dispelling every myth out there with regards to hiring people with disabilities. If you aren't looking towards this group you are missing out on a veritable gold mine of innovation and productivity.

Among employees with disabilities, staff retention is 72 per cent higher. Studies show that 90 per cent of consumers prefer a company that employs people with disabilities. I could throw stats at you all day — but I will instead suggest you visit the Presidents Group website at accessibleemployers.ca, they have all the resources you need.

By 2020, over 400,000 young Indigenous people will enter the workforce.

We've been facing some challenges with employment on Sea Island. But guess what — the very workers we are trying to find are quite literally our neighbours. Last year, Vancouver Airport Authority signed a 30-year Musqueam Indian Band — YVR Airport Sustainability



Craig Richmond

The diversity of background and insight will widen your talent pool, make your business more dynamic and keep British Columbia strong for decades to come.

& Friendship Agreement. The agreement includes hiring targets, apprenticeships, scholarships, training and job opportunities for Indigenous youth. Musqueam have been stewards of the land for hundreds of years and now we are able to work alongside them for the

mutual benefit of both parties. According to Statistics Canada, 24.3 per cent of the Indigenous population in Canada is aged 15 to 24, compared with just 15.5 per cent of the non-Indigenous population. This is the workforce of the future. Since February 2018, 25 Musqueam members have been placed in permanent positions and YVR and its partners have each committed to filling 10 jobs and contracts. If you don't have an Indigenous recruitment strategy. Get one. Yesterday.

About 82 per cent of Canadians want to eliminate the gender pay gap.

How that number isn't 100 per cent baffles me, but apparently this is still a hard concept for some people (men) to grasp — you should hire women. At all levels of your organization. And you should be paying them equal wages. For the first time ever, the Executive Team at Vancouver Airport Authority is now mostly women. This is no accident. We have made a concerted effort to ensure half of our workforce at all levels are women and they are compensated equally.

I was recently speaking at an event recognizing women in management. Yes, me — Mr. White Male CEO was standing

in front of a room of women talking about how important it was for women to be in positions of power. The irony was not lost on me, but what struck me was how accepting they were of this notion that you need allies everywhere. So, to all my white male CEO counterparts out there, get with the times.

More than 67 per cent of candidates want to join a diverse team.

Studies show that people tend to hire people who are similar to them. This doesn't surprise me. I think I am pretty great, that person seems great too! But this is not the way to go. Hiring people who are nothing like me, have a completely different life experience and think about things in a completely different light has been key to our success. This diversity of background and insight will widen your talent pool, make your business more dynamic and keep British Columbia strong for decades to come.

They aren't hard to find, they're right here in beautiful B.C., and they are ready to work. SB

Craig Richmond is President and Chief Executive Officer of Vancouver Airport Authority and Co-Chair of the Presidents Group.

YVR'S EXECUTIVE LEADERSHIP TEAM

Introducing the Executive Team of Vancouver Airport Authority, the community focused and financially independent organization that operates Vancouver International Airport (YVR).

YVR is an important economic generator and a strong community contributor. We strive to connect B.C. proudly to the world through an ambitious strategy focused on delivering an outstanding airport experience to our passengers, partners and communities. By 2020, we will grow to become a diversified global hub serving 29 million passengers, 144 destinations and moving 327,000 tonnes of cargo. Our Executive Team will lead this pursuit—all with you in mind.



CRAIG RICHMOND
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DON EHRENHOLZ
VP, Engineering



STEVE HANKINSON
VP, Planning & Innovation



ARGIRO KOTSAKIS
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