



Business Council of
British Columbia



Unlocking BC's Potential 2010 ANNUAL REPORT



MISSION STATEMENT Our mission is to build a competitive and growing economy that provides opportunities for all who invest, work and live in British Columbia.

DISTINCTIVE EXCELLENCE The distinctive excellence of the Business Council is our ability to research, develop, and advocate credible policy positions on economic and related issues that influence the Government, business community, and public of British Columbia.



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MESSAGE FROM THE CHAIR

Unlocking BC's Potential

In 2010, the world discovered BC and its people through the Winter Olympic Games. We gained a new found confidence to engage and compete on the global stage, through athletics as well as business.

What the world caught a glimpse of is a place that has opportunity for all to invest, work and live, but that will succeed only if we act. BC has remarkable and distinct advantages and extraordinary opportunity in the years ahead... potential that we can unlock for all British Columbians, and Canada, if we lead with purpose and urgency.

The Business Council for 44 years has been "the place where leaders meet" to discuss and act with purpose on the challenges and opportunities that we face. The last year has continued in that tradition, as the Council and our growing membership of 245 actively pursued opportunities and acted as the convening point for decision makers across the Canadian political and economic landscape. Against the backdrop of the Council's objective and informed research, ideas, challenges and solutions were vigorously debated resulting in effective and thoughtful advocacy of the business community's priorities for our province.

Our first annual economic forum set the table for hundreds of business leaders to become more informed about what can be BC and western Canada's decade. Asia is expected to grow to represent over half of global GDP by 2020. Our close geographic proximity to Asian markets, investment in integrated transportation and infrastructure, a diverse multicultural business community and world class education system that produces hard working and enterprising people are clear market advantages. This coupled with leadership in clean technology, a stable fiscal environment and an abundance of natural resources in minerals, forests, low carbon energy that are in high demand provide the building blocks of not only a great economy, but a successful and sustainable society.

The Council's Energy Forum delved deeper into the opportunities to not only leverage a key strategic advantage for domestic energy needs, but also looked at natural gas and other low carbon and clean technology energy solutions that can reduce greenhouse gas emissions through the export of these resources and technologies.

The Business Council launched its first event in our innovation series entitled Empowering the Future: Developing the Next Generation of Business Leaders. The event, hosted by CBC's



What the world caught a glimpse of is a place that has opportunity for all to invest, work and live, but that will succeed only if we act.



Jian Ghomeshi, focused on our human capital strengths and challenges and the Council's rededicated energy to this pressing issue.

2010 has also been a year of change and loss that touched almost everyone in BC and specifically at the Council. We are appreciative of the contribution, vision and leadership of Gordon Campbell, and that of Carole James, Stockwell Day and Chuck Strahl. Their dedication to public service, hard work and commitment to the province is significant. They have each made BC a better place.

I also want to acknowledge the passing of our dear friend and former CEO of the Business Council, Virginia Greene. She brought stability to the Council and lived with vigour, integrity and passion for the province and its people and will be sorely missed by many.

I am grateful to our Board of Governors, Executive Committee and membership. You have given so much of your time, wisdom and energy to the Council and its work that has made a difference. Now more than ever your unwavering contribution to the Business Council and the high quality of work we undertake is making a substantial impact to the issues and opportunities we face as a provincial economy and to the results that will unlock our full potential.

Lastly, I want to welcome our new President and CEO, Greg D'Avignon. Greg has a well earned reputation for bringing people and ideas together, and is quickly driving an energetic, fresh and strategic approach to the work and opportunities ahead for the Council and for BC business. Greg, together with our exceptional team led by Jock Finlayson, Doug Alley, and Herb Eibensteiner are dedicated to our mission and to realizing value for our members through the continuation of the exceptional work and leadership of the Council.

Graham MacLachlan
Chair

Virginia Greene....
She brought stability to the Council and lived with vigour, integrity and passion for the province and its people and will be sorely missed by many,



MESSAGE FROM THE PRESIDENT

“Far better is it to dare mighty things, even though chequered by failure, than to dwell in the perpetual twilight that knows not victory or defeat.”

—THEODORE ROOSEVELT

While we have certainly not been immune to change and challenge in BC, we are at our sunrise as a province with stability, opportunity, resources, and advantages that are the envy of the world.

Over the first four months as the new President and CEO of the Business Council, I have watched states throughout the world suffer through natural disasters, search out social and political change and grapple with economic uncertainty and futures that are bleak. In all of these situations that have populated the headlines, the people at the centre of these stories act on a basic human instinct of moving forward in order to better the circumstances for themselves and their families no matter the challenge.

While we have certainly not been immune to change and challenge in BC, we are at our sunrise as a province with stability, opportunity, resources, and advantages that are the envy of the world. I believe as British Columbians we share common values and purpose for ourselves, our families and neighbours, yet we often approach issues as British Columbians with a common question... “Why would we do that?” rather than, “How can we do that?”

BC is a small open market trading economy. If we don't begin to ask how, rather than why, we will be marginalized and so too will our quality of life, our institutions, healthcare and social supports. Without a strong economy



encouraging risk taking and investment that creates jobs and innovation, governments don't have the resources to do what we want, let alone what we need.

By 2020, half of the world's GDP will come from Asia and we are uniquely placed to sell what that economy needs. With this success we will educate a new, more productive, innovative and knowledge based workforce and lever our assets in resources, energy, infrastructure and geographic proximity to their best and highest value, while preserving our environment and enhancing our way of life.

It is not a zero sum game, but through collaboration the start of greatness. We will be focusing on this opportunity and building a work plan to realize our potential through our first Asia Pacific Conference in September.





The Business Council of BC will be a pivotal leader in the future of our province and the West.

During my travels throughout the province I meet extraordinary leaders with vision and robust ideas, people that hold great wisdom and experience, people that wield amazing intellect and that possess such passion for their jobs, companies and community that they will not fail. Despite my experience we punch below our weight, often because as a people we don't share a common fact base or sense of urgency and fall victim to the easy rhetoric of self interest. Surely we can do better...together.

The Business Council of BC will be a pivotal leader in the future of our province and the West. We are "the place where leaders meet", where ideas are shared, scrutinized and acted upon. We have a reputation for robust quality research and insightful and creative policy solutions that bring multi-sectoral collaboration to problems and opportunities.

In order for us to lead more fully as a business community we are undertaking a strategic planning process that will bring clarity to our

value proposition and most importantly bring discipline and persistence to our work. We will, as a result, strengthen our resources as an organization to build out a common fact base and aggressively seek out collaboration across the province and through the West to achieve our full potential as an economy and society.

We will do this by promoting ideas and policy that encourages investment and innovation, strategically tackles human capital challenges, pursues greater certainty and equitable access to the land base for all and by promoting natural resources, energy and infrastructure needs and the market opportunities they create. This will be done against the back drop of strong advocacy for competitive economic policy and fact based consultative public policy development and decision making.

To aid in our work, as the premier voice of BC business, we have launched two initiatives to fully realize that potential.



We are stewards of a unique and respected organization that can contribute to greatness and I look forward to making a difference and building our enterprise and economy to its fullest potential.



The first is the creation of the BCBC John Robson Fellowship. This fellowship will induct province builders that have not only achieved greatness in building private and public enterprises, but also contributed greatly to the province and community as a whole. These are people of passion, principle and vision that have made a difference. We will seek out their experience and knowledge to proactively inform our work.

The second initiative will reach out to the next generation of business leaders throughout the province through the creation of the Emerging Leaders Board of Governors. Engaging the next generation of leaders and their network of contacts in the work of the Council will inform the public policies that shape BC and the West.

Through the use of technology, social media and regional events the Business Council will launch online forums to expand the public policy debate on topics of interest and allow all individuals of the next generations, after affiliating themselves with BCBC, to engage in

discussions on topics selected by the leadership of emerging leaders.

We are stewards of a unique and respected organization that can contribute to greatness and I look forward to making a difference and building our enterprise and economy to its fullest potential. I am humbled by the support I have been

shown in such a short time and find our organization's membership simply exceptional which is reflected through the work, collaboration and dedication of our Executive, Committee Members and Board of Governors.

I am privileged to work with an outstanding and unparalleled team of professionals in Jock, Herb, Doug, Barbara, Ken, Vicki, Katie, and Kate at the Business Council. These individuals and their networks produce a quality of work that is objective and relevant and use this common fact base to advocate persuasively to the benefit of all British Columbians.

It's time for us to dare mighty things and act on them...together

Thank You,

Greg D'Avignon
President and CEO





2010 YEAR IN REVIEW: ADVOCACY

Economic Recovery and the Changing Policy Agenda

The global recession that gripped Canada and many other advanced economies in 2008–09 thankfully was over by the start of 2010, and during the year consumer and business spending rebounded, housing markets picked up, and exports surged after a sharp decline in 2009. British Columbia benefited from the improvement in global and North American economic conditions, with the province's gross domestic product increasing by more than 3% (after inflation). BC's economic recovery was partly fueled by the extra spending tied to hosting the 2010 Winter Olympics in the first quarter.

The Business Council continues to promote economic and fiscal policies aimed at strengthening the foundations for long-term prosperity. In 2009-10, we recognized the inevitability of deteriorating government finances, as Ottawa and BC both fell back into deficit with the onset of recession. Looking ahead, it is important for governments to eliminate their operating deficits in an expeditious manner – an objective that likely will leave little room for significant tax cuts or large-scale expenditure increases through the middle of the decade.

British Columbia's economy is in the midst of a slow ongoing recovery process. The data for late 2010 and the first quarter of 2011 point to solid gains in exports (especially to Asia), manufacturing shipments, and business

investment. Levels of major project activity are near record highs, bolstered by a rebound in mining, a number of energy-related projects, and significant public sector capital spending. Retail sales and the job market, however, remain soft. The return to an era of government fiscal restraint will act as a headwind to growth over the 2011–13, as will the “normalization” of exceptionally low interest rates. The supercharged Canadian dollar poses a challenge to tourism and other export-focused industries. For 2011, the Business Council anticipates a weaker economic profile than last year, with the province's real GDP expected to advance in the range of 2.5% amid a gradually strengthening job market.

Over 2011–12, the Business Council will be engaged with several economic policy files of importance to our membership:

- Support for the Harmonized Sales Tax in the lead-up to the June 2011 public referendum, which will determine the fate of the tax. While politically controversial, adoption of the HST in place of the previous separate BC and federal sales taxes was a major step forward in building a more competitive and productive economy. Leading economists all agree that scrapping the HST and reverting to the old provincial retail sales tax system would have negative consequences for investment and jobs.
- Continued participation in the review of class four (industrial) property tax issues which was launched by the BC government in early 2010.

The Business Council continues to promote economic and fiscal policies aimed at strengthening the foundations for long-term prosperity.



The role of innovation, commercialization and research in fostering economic development and increased productivity – this emerged as an important theme in the Business Council’s Outlook 2020 project.



Progress on this file has been slow since last summer, in part due to successive changes in the Minister responsible for the review.

- The role of innovation, commercialization and research in fostering economic development and increased productivity – this emerged as an important theme in the Business Council’s Outlook 2020 project. We plan to devote additional energy and resources to explore how smart public policies can help to accelerate the shift to an innovation-based economy.
- With labour and skill shortages projected to intensify as the decade unfolds, the subject of “human capital” will be a priority for the Business Council. By this summer, we will have refined a work plan for the Council’s Human Capital Committee, to ensure that our work is directed at influencing key areas of public policy – touching on education, industry training, immigration, workforce aging, etc. – in a constructive way. The Business Council also maintains a close watching brief on labour and employment policy matters of interest to the membership.
- Ongoing infrastructure development remains essential to improving BC’s “connectivity” with external markets – both overseas and within North America. The Business Council will continue to be a thoughtful advocate for timely investments in ports, highways, airports and other transportation infrastructure assets,

as well as for the liberalization of Canada’s outdated air policy.

- Energy development. Like Canada as a whole, BC is richly endowed with energy – everything from renewable power to burgeoning reserves of natural gas, buttressed by a dynamic “clean-tech/clean energy” cluster of locally-based enterprises and related research expertise. We believe the province’s future growth will be driven to a significant extent by the further development of these various energy resources – and by investments in the infrastructure required to move energy to markets where demand is increasing. In 2011, the Business Council’s Energy Policy Task Force will take a fresh look at BC’s Clean Energy Act and related provincial policies and regulations in light of the fast-changing North American energy landscape.
- Metro Vancouver’s strategy and policies for managing growth in the region. In 2010 the Business Council published a paper on Metro Vancouver’s proposed Regional Growth Strategy. We have concerns about Metro’s limited grasp of Greater Vancouver’s economic base and business realities, and we doubt whether Metro’s current institutional structure provides effective leadership for a region that accounts for more than half of the province’s population and GDP.



The Business Council continues to produce Policy Perspectives, the quarterly BC Economic Index, periodic Business Alerts focusing on current policy issues important to the business community, and the Industrial Relations Bulletin. These publications provide our members with timely information and often receive media attention.

Environmental Issues

The Business Council is involved with several environmental policy and regulatory issues of interest to the business community.

- Climate policy. The BC government will soon determine whether to participate in a “cap-and-trade” carbon trading market involving California and Quebec starting in 2012. The Business Council continues to represent the views of our members in discussions with the province on the rules to govern cap-and-trade, the future of the carbon tax, BC’s low-carbon fuel standard, and other elements of climate policy.
- Environmental assessment. BC’s environmental assessment regime has come under scrutiny from environmental groups that believe the province should shift back to the system that prevailed in the 1990s. The Council will be taking a closer look at EA issues in 2011, both to suggest improvements in the existing provincial regime and to support the BC government’s efforts to harmonize and streamline EA processes with the federal

government. We will also be participate in the upcoming five-year review of the Canadian Environmental Assessment Act.

- The province is looking to modernize BC’s current water legislation, with a view to enacting a new Water Sustainability Act by 2012-13. This is a major issue for many Business Council members and we will continue to be engaged with the development of legislation and regulations concerning water allocation and governance.
- Other environmental issues on which we are active include contaminated sites, the management of air pollutants, and the need to overhaul the outdated federal Fisheries Act.

The Business Council’s Environment and Energy Bulletin provides a forum to publish short articles on environmental and energy issues of interest to the BC business community.

Aboriginal Issues

The Business Council is generally supportive of government efforts to conclude both treaty and non-treaty agreements with First Nations, and to encourage increased participation in economic development by aboriginal communities. To guide our policy work in this area, we have established Aboriginal Affairs Task Force which will be meeting with federal and provincial Ministers and senior officials over the coming months.

Like Canada as a whole, BC is richly endowed with energy – everything from renewable power to burgeoning reserves of natural gas, buttressed by a dynamic “clean-tech/clean energy” cluster of locally-based enterprises and related research expertise.





EVENTS



The Business Council holds a number of major conferences, roundtable meetings, and other events which allow our members to keep informed about current developments, and stay connected with business leaders and government.

2010 Events

- Provincial Budget Forum
- Hon. Jim Prentice, Minister of Environment (Federal), Roundtable Meeting
- Allan Seckel, Head of the BC Public Service, Roundtable Meeting
- Pierre Duguay, Deputy Governor Bank of Canada, Roundtable Meeting
- Outlook 2020: Shaping BC's Economic Future
- BCBC Annual General Meeting
- Industry Training Conference
- Hon. Kevin Falcon, Minister of Health, Roundtable Meeting
- Hon. Peter van Loan, Minister of International Trade (Federal), Roundtable Meeting
- Bill Robson, President & CEO CD Howe Institute, Roundtable Meeting
- Hon. Gordon Campbell, British Columbia Premier, Forum
- Surrey Regional Economic Summit
- Dana Hayden, Deputy Minister Forests and Range, Roundtable Meeting
- BC's Energy Future Conference
- David Jacobson, US Ambassador to Canada, Roundtable Meeting
- Employee Relations Outlook Summit
- Her Worship Mayor Dianne Watts Roundtable Meeting
- Empowering the Future: Developing the Next Generation of Business Leaders





COMMUNICATIONS

The Business Council produces a variety of publications, which allow our members to keep up-to-date on current issues.

Publications

- BC Economic Index (quarterly)
- Industrial Relations Bulletin (monthly)
- Policy Perspectives (4-6 per year)
- President's Report (4-6 per year)
- Environment and Energy Bulletin (3-4 per year)
- Economic Forecasts (2-4 per year)
- BC Economic Snapshot (2-3 per year)
- Collective Bargaining Review and Outlook (yearly)
- Holiday Business Hours Survey Results (yearly)
- Annual Report (yearly)
- Biennial Skills and Attributes Survey (every second year)
- Current Issues Papers
- Business Alerts
- Provincial and Federal Budget Commentaries
- Submissions to Local, Provincial, and Federal Governments

2010 Papers and Submissions

- HST Misconceptions Paper
- Outlook 2020 Papers
- Federal Pre and Post Budget Commentary
- Provincial Pre and Post Budget Commentary
- Water Act Modernization (Min. of Environment)
- Cosmetic Use of Pesticides (Min. of Environment)
- Open Burning Smoke Control Regulation (Min. of Environment)
- Clean Energy Act (Min. of Energy & Mines)
- Feed-In Tariff Regulation (Min. of Energy & Mines)
- Western Climate Initiative
- consultation papers (Min. of Environment)
- Zero Net Deforestation (Min. of Forests)
- Ambient Air Quality (Min. of Community Living & Sport)
- Climate Action and Clean Energy (Cabinet Committee)
- Metal Theft (Public Safety and Solicitor General)
- Labour Relations Code, Employment Standards Act, Workers' Compensation Act (Min. of Labour)
- Northwest Transmission Line (Environmental Assessment Office)
- Pension System Review (Min. of Finance)
- BC Aquaculture Industry (Min. of Fisheries and Oceans – Federal)
- Can. Environmental Bill of Rights (Min. of Environment – Federal)
- Prosperity Mine (Treasury Board/Asia Pacific Gateway)
- Surrey City Development Corporation (Mayor of Surrey)
- Regional Growth Strategy (Metro Vancouver)
- Aviation Fuel Delivery Project (Mayor of Richmond)





ADDITIONAL SERVICES

BC Bargaining Database

The Business Council has been compiling collective bargaining settlement information since its founding in 1966. The current web service was created in 2008 through the efforts of the Ministry of Labour and Citizens' Services, the BC Labour Relations Board, the Business Council of British Columbia, and the BC Federation of Labour. The database reports the latest information on settlements, expiring agreements, and work stoppages in the province. The BC Bargaining Database provides free up-to-date statistical information on collective bargaining developments in British Columbia for Business Council members.

Speaking Engagements

Senior staff at the Business Council are available to members for speaking engagements such as

presentations at conferences or client meetings (subject to availability). For a listing of our staff please refer to the "Council Staff" section in this report.

Meeting Facilities

The Business Council has in-house meeting facilities that are available for our members to use for a small cost-recovery fee.

Our meeting spaces include a large boardroom (35 person capacity), meeting room (12 person capacity), and a small meeting room (6 person capacity).

Members interested in accessing the BC Bargaining Database, booking speaking engagements, or booking meeting facilities, should contact Kate Gecolea, Member Services Coordinator (kate.gecolea@bcbc.com).





ADVISORY GROUPS

Energy Policy Task Force

Chaired by Tim McEwan, President and CEO of Initiatives Prince George, the Energy Policy Task Force leads the Business Council's work on energy issues, including electricity policy and the development of the upstream oil and gas industry in the province. Over the past year a major focus has been on BC's Clean Energy Act and the development of regulations under the Act.

Environment Policy Advisory Group

This committee guides the Business Council's work across a wide range of environmental policy and regulatory issues, including all aspects of climate change policy, environmental assessment, facility permitting, contaminated sites, the management of air quality, hazardous waste issues, and the development of provincial water sustainability legislation. It also provides a regular forum for Business Council members to meet with Ministers and senior officials and to exchange views and information on environmental matters of interest to industry.

Aboriginal Affairs Task Force

The Task Force oversees the Business Council's work on aboriginal policy issues and meets periodically with senior government officials (federal and provincial) responsible for aboriginal affairs.

Employee Relations Committee

The Committee meets on a monthly basis to discuss timely issues pertinent to the human capital needs of our member organizations. Issues include labour skills shortages, demographic changes, productivity concerns, health and safety, benefits, pensions, immigration, training and learning, collective bargaining/negotiations, legislative and regulation issues, etc.

Occupational Health and Safety Committee

The Committee meets to discuss health and safety issues in the workplace such as Work Safe BC regulations and policy initiatives, Federal regulations, training programs, safety and prevention advocacy, industry specific concerns, etc.

The Business Council is also in the process of forming several new advisory groups.

Members interested in participating on the Business Councils advisory groups should contact Kate Gecolea, Member Services Coordinator (kate.gecolea@bcbc.com).





MEMBERS

2010 Members

(New members in bold print)

A&W Food Services of Canada Inc.

Accenture Inc.

Adera Development Corporation

Aeroguard Group

Ainsworth Lumber

Air Canada

Alberta Government Library

Alexander Holburn Beaudin & Lang LLP

AMEC Inc.

Amgen Canada Inc.

Anthem Properties Group Ltd.

Aon Reed Stenhouse Inc.

Apache Canada Ltd.

Asia Pacific Foundation of Canada

Association for Mineral Exploration British Columbia

AstraZeneca Canada Inc.

Ausenco Sandwell

Avcorp Industries Inc.

Bank of Canada

BC Bioenergy Network

BC Greenhouse Growers' Association

BC Human Resources Management Association

BC Hydro & Power Authority

BC Pavillion Corporation

BC Roadbuilders & Heavy Construction Association

BC Transit

Belkorp Industries

Bell Canada

Best Buy Canada Ltd.

Blake, Cassels & Graydon LLP

Bombardier Transportation

Borden Ladner Gervais LLP

Britco Structures

British Columbia Automobile Association

British Columbia Chamber of Commerce

British Columbia Ferry Services Inc.

British Columbia Innovation Council

British Columbia Labour Relations Board

British Columbia Maritime Employers Association

British Columbia Public School Employers' Association

British Columbia Public Service Agency

British Columbia Safety Authority

British Columbia Technology Industries Association

British Columbia Transmission Corporation

British Columbia Trucking Association

British Consulate-General Vancouver

Brookfield Asset Management Inc.

Bull, Housser & Tupper LLP

Burlington Northern Santa Fe Railway

Business Council of Manitoba

Calfrac Well Services Ltd.

Canaccord Financial Inc.

Canada Employment Insurance Commission

Canada Industrial Relations Board

Canada's National Brewers

Canadian Association of Petroleum Producers

Canadian Energy Pipeline Association

Canadian Forest Products Ltd.

Canadian Manufactures & Exporters

Canadian National Railway Company

Canadian Natural Resources Limited

Canadian Pacific Railway

Canadian Petroleum Products Institute

Canadian Union of Public Employees
– BC Division

Canexus Chemicals Canada LP

Canucks Sports & Entertainment

Capital Regional District

Catalyst Paper Corporation

Cement Association of Canada

Central 1 Credit Union

**Certified General Accountants Association of
British Columbia**

Chamber of Shipping

Chemistry Industry Association of Canada

Chevron Canada Limited

CIBC World Markets

CKF Inc.

Coast Capital Savings

Coast Forest Products Association

Colligo Networks, Inc.

Community Social Services Employers'
Association

Concert Properties Ltd.

Concord Pacific Group Inc.

Conseil Du Patronat Du Quebec

Construction Labour Relations Association of BC

Corix

Council of Forest Industries

Crown Corporation Employers' Association

Deloitte & Touche LLP



Discovery Parks Trust
Dominion Construction Company Inc.
Enbridge Northern Gateway Pipelines Inc.
Encana Corporation

EOG Resources Canada Inc.

Ernst & Young LLP

Export Development Canada

Fairmont Hotels & Resorts (BC Region)
Farris, Vaughan, Wills & Murphy LLP
Fasken Martineau DuMoulin LLP

Ferus Inc.

Finning International Inc.
Four Seasons Resort Whistler
Fraser Milner Casgrain LLP
GlaxoSmithKline
Glentel Inc.

Global Container Terminals Inc.

Greater Vancouver Gateway Council
Greater Victoria Labour Relations Association
Harris & Company LLP
Healthcare Benefit Trust

Heenan Blaikie LLP

Hemmera

Hill & Knowlton
HSBC Bank Canada
Imperial Metals Corporation
Imperial Oil Limited
Industrial Alliance Pacific Insurance and
Financial Services Inc.
Industry Council for Aboriginal Business
Initiatives Prince George
Insurance Corporation of British Columbia
International Financial Centre British Columbia

International Forest Products

Kadlec, Bob
Keystone Environmental Ltd.
Kinder Morgan Canada Inc.
Korn/Ferry International
KPMG LLP
Lafarge Canada Inc.
Lampert, Jerry
Lang Michener LLP



Lawson Lundell LLP

Legislative Library of British Columbia

Lehigh Northwest Cement Limited

Leith Wheeler Investment Management

Library and Archives Canada

LifeLabs

London Drugs Ltd.

Macquarie Capital Markets Canada Ltd.

Mainroad Group

Marine Harvest Canada

Marsh Canada Limited

Matkin, Jim

McCarthy Tetrault LLP

Mercer International Inc.

Merck Frosst Canada Ltd.

Metro Vancouver Labour Relations Department

Meyers Norris Penny LLP

Michael Smith Foundation for Health Research

Mining Association of British Columbia

MITACS Inc.

MMM Group Limited

Molson Coors Canada

Motion Picture Production Industry Association

National Public Relations

Newalta Corporation

Northern Development Initiative Trust

Northgate Minerals Corporation

Odgers Berndtson

Odlum Brown Limited

Pacific Blue Cross

Pacific Newspaper Group Inc.

Pacific Northern Gas Ltd.

Partnerships British Columbia

PCL Constructors Westcoast Inc.

Peterson Capital

Pfizer Canada

Plutonic Power Corporation

PMC-Sierra Ltd.

Polygon Homes Ltd.

Port Metro Vancouver

Port Townsend Paper Corporation

Post Secondary Employers' Association

PricewaterhouseCoopers LLP

Prince Rupert Port Authority

Pristine Power Inc.

Provincial Health Services Authority

Public Policy Forum

Public Sector Employers' Council Secretariat

Quicksilver Resources Canada Inc.

Raymond James Ltd.

RBC Capital Markets

RBC Royal Bank

RE Labs Research Inc

Rio Tinto Alcan Inc.

Rogers Communications Group

Rogers Retail

Rogers Sugar Ltd.

Roper Greyell LLP

Royal Roads University

Rx&D Canada's Research-Based





Pharmaceutical Companies

sanofi-aventis

Seaspan International Ltd.

Shato Holdings Ltd.

Shell Canada Energy

Shepard, Jim

Shoppers Drug Mart

Simon Fraser University

SNC-Lavalin

Spectra Energy Corporation

Stantec Consulting Ltd.

Stikeman Elliott LLP

Suncor Energy

Taseko Mines Limited

TD Bank Financial Group

Teck Resources Limited

Telus Corporation

Terasen Gas Inc.

The Beedie Group

The Caldwell Partners International Inc.

The Conference Board of Canada

The Fraser Institute

The Pace Group

The Vancouver Board of Trade

TimberWest Forest Corporation

Tourism Vancouver

TransAlta Corporation

TransCanada Pipelines

Translink

United States Consulate General Vancouver

University of British Columbia

University of Northern British Columbia

University of Victoria

Urban Development Institute

Vancity Credit Union

Vancouver Airport Authority

Vancouver Coastal Health

Vancouver Economic Development Commission

Vancouver Public Library

Weatherhaven

West Fraser Timber Co. Ltd.

Western Economic Diversification Canada

Western Management Consultants

Westport Innovations Inc.

Westshore Terminals Limited Partnership

WorkSafe BC



EXECUTIVE COMMITTEE 2010

CHAIR

Graham MacLachlan

Regional President, BC
RBC Royal Bank

VICE CHAIRS

Mike Graham

President, Canadian Region
Encana Corporation

Eric Harris

Managing Partner
Harris & Company LLP

Paul Hollands

President and
Chief Executive Officer
A&W Food Services
of Canada Inc.

Doug Horswill

Senior Vice President,
Environment & Corporate Affairs
Teck Resources Limited

IMMEDIATE PAST CHAIR

Larry Berg

President and
Chief Executive Officer
Vancouver Airport Authority

PRESIDENT AND CHIEF EXECUTIVE OFFICER

Greg D'Avignon

Terry Lyons

Chairman
Northgate Minerals
Corporation

Paul McElligott

President &
Chief Executive Officer
TimberWest Forest Corporation

Robert McFarlane

Executive Vice President and
Chief Financial Officer
Telus Corporation

Richard Prokopanko

Director, Corporate Affairs
and Sustainability
Rio Tinto Alcan Inc.

Tamara Vrooman

Chief Executive Officer
Vancity Credit Union

John Webster

Partner
PricewaterhouseCoopers LLP





BOARD OF GOVERNORS



Mark Andrew

Regional Vice President, Pacific Northwest Fairmont Hotels & Resorts (BC Region) and General Manager, Fairmont Hotel Vancouver

Michael Audain

Chairman
Polygon Homes Ltd.

Kevin Bent

President and Publisher
Pacific Newspaper Group Inc.

Larry Berg

President and Chief Executive Officer
Vancouver Airport Authority

Morris Biddle

Managing Director
Marsh Canada Limited

Charles Birt

President
Ausenco Sandwell

Doug Bloom

President
Spectra Energy Transmission West

Gerry Bouwers

President and Chief Operating Officer
Industrial Alliance Pacific Insurance and Financial Services Inc.

Reid Carter

Managing Partner
Brookfield Asset Management Inc.

Paul Cassidy

Partner
Blake, Cassels & Graydon LLP

Ray Castelli

Chief Executive Officer
Weatherhaven

Kevin Clarke

President and Chief Executive Officer
Catalyst Paper Corporation

David Cobb

President and Chief Executive Officer
B.C. Hydro & Power Authority

Lynda Cranston

President and Chief Executive Officer
Provincial Health Services Authority

Greg D'Avignon

President and Chief Executive Officer
Business Council of British Columbia

Chris Gardner

Executive Vice President
The Britco Group

Rusty Goepel

Senior Vice President
Raymond James Ltd.

Lindsay Gordon

President and Chief Executive Officer
HSBC Bank Canada

Mike Graham

President, Canadian Region
Encana Corporation

David Hahn

President and Chief Executive Officer
British Columbia Ferry Services Inc.

Eric Harris

Managing Partner
Harris & Company LLP

Ken Higginbotham

Vice President, Forestry and Environment
Canadian Forest Products Ltd.

Paul Hollands

President and Chief Executive Officer
A&W Food Services of Canada Inc.

Doug Horswill

Senior Vice President,
Sustainability & External Affairs
Teck Resources Limited

Terry Hui

President and Chief Executive Officer
Concord Pacific Group Inc.

Michael Kennedy

Regional Leader, BC
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