

## Creating prosperity through collaboration

Thank you, Tristan (*Jenkin – CN*), for your introduction, and thank you ladies and gentlemen for your very warm welcome.

First, I would of course like to acknowledge that we are gathered in the traditional territory of the Coast Salish Peoples.

This is my *eighth* time addressing the Greater Vancouver Board of Trade, and it is always a tremendous honour to be invited to speak...and this year, even more so, as I also have the privilege of being the chair of this incredible organization.

The people in this room represent what is best about the business community in this extraordinary region we call home.

Through your entrepreneurial spirit and vision, you are creating jobs, driving innovation, and building a stronger, more prosperous Canada.

On behalf of the port authority, I want to thank all of our gateway partners, many of whom are here this afternoon - terminal operators, railways, shipping lines, and others – and the business community generally, for the support you continue to show us.

Your commitment to trade and your understanding of the need for gateway development has been unwavering.

And I hope that, through the work *we* at the port authority do, you find value and benefit from establishing and building your businesses in a port city.

Port cities

You may think I'm biased, but I believe port cities are *excellent* places to work and call home.

But it's not just me who thinks this way.

There is a demonstrable correlation between the cities where people want to live and work, and cities that are port cities.

Each year, the Economist Intelligence Unit releases its livability ranking for cities around the world, and with one exception, every single city on the 2016 top 10 list is a port city.

The Economist determines its ratings based on, among other things, the availability of good quality, well-paying jobs...access to excellent infrastructure...economic stability...and links to international destinations and markets.

Interestingly, the one city on that top ten list that is *not* a port city is Calgary – a city that now knows it cannot remain a “one-sector economy” and is expanding its prospects by establishing itself as a logistics hub for trade!

Which leads me back to my point. Ports – and the broad economic activity associated with them – can, and do, help to build the foundation of a city's greatness.

I squarely believe this is the case for Vancouver – which ranks third on that list of most livable cities.

Port cities are some of the most prosperous places on the planet, and yet they can also bring some complex challenges.

Ports should never be dismissed as mere industrial activity on a city's waterfront. They can and do contribute to the identity of a city, providing great financial and cultural value, offering incredible opportunities for individuals, businesses and industries to create economic *and* social prosperity.

However, we also know that most port cities are faced with at least one common and significant challenge: ports need to innovate and transform in order to facilitate growing global trade, yet at the same time continue to contribute to livability for the cities they are part of – goals that are sometimes seen to be at odds with each other.

Rotterdam delegation

Earlier this year, I had the opportunity to lead a delegation of seven Lower Mainland mayors to Rotterdam in the Netherlands, to participate in an international conference that sought, in part, to address this very challenge.

The goal of our trip was to inspire ideas to improve the port-city interface in the Lower Mainland.

Rotterdam's history is interwoven with the development of its port, which is the largest in Europe. The urban area around the port is home to an estimated 2.5 million people, living in roughly 1,000 square kilometres.

Sound familiar?

Here in Vancouver, a similar story.

From the very beginning, our natural harbours were essential for trade and travel, sustaining the livelihoods of Aboriginal peoples for thousands of years.

In 1792, Captain George Vancouver observed the remarkably deep water around what we now call Burrard Inlet, and noted it would make an ideal location for a port.

Today, Metro Vancouver is home to the largest port in Canada, larger than the next five Canadian ports combined. Twenty per cent of the value of our nation's trade in goods moves through the Port of Vancouver, to and from 170 international economies.

Our region is home to about 2.3 million people, living in just over 1,100 square kilometres.

So, we have a similar sized city to Rotterdam, and we can learn a lot from them.

Their port has existed for more than 600 years, and the city has evolved along with, and because of, the port.

Rotterdam sees more than 30,000 deep sea vessels every year – compared to about 3,100 for Vancouver. Of that, we see about 100 petroleum tankers a year – potentially as many as 400 with the recent approval of the Kinder Morgan project – compared to 8,200 for Rotterdam.

In Rotterdam, we saw incredible innovation, a focus on developing the skills of young workers for the future, and, most importantly, we saw collaboration. The city and the port, working together for the benefit of the region and Europe. These are critical learnings from a community that has been in the port business far longer than Vancouver.

The solution

Canada has always been a trading nation and, at all levels, the success of our country is based on trade. And Vancouver is geographically positioned to take full advantage of the benefits trade brings.

If tomorrow's prosperity is based on the choices we make today, how can we work together to maintain a livable and sustainable future for our region?

The short answer can be found in the question itself: work together.

Collaborate.

Our work is integrated, whether you are in business, government, First Nations or an NGO. We all can only truly succeed if we acknowledge our interconnectedness and begin to work seriously toward a collective and desirable vision for the region.

The trickier part is answering *how*.

It is well recognized that groups, communities, industries or regions that work collaboratively can accomplish greater, mutually beneficial objectives when facing competition for finite resources – resources like land, project financing, market share.

The port authority has a strong history of collaboration.

We've had tremendous success collaborating on regional infrastructure projects through the Asia-Pacific Gateway and Corridor Initiative. These projects –which resulted in local investment of about \$7.5 billion dollars over the last several years – address national trade needs as well as community impacts.

This collaborative model was extremely successful, and is one we are helping to replicate to build the next wave of regional infrastructure. We anticipate a further \$9 billion dollars of investment in the region by 2025 to improve the movement of goods and people throughout the Lower Mainland.

We also collaborate on environmental protection. We have a number of air-quality programs that encourage shippers, truckers and terminal operators, almost all of them active and willing partners, to operate in a way that reduces air emissions. We have programs that address energy use, build habitat for fish and wildlife, and clean up our waterways.

One initiative in particular I'd like to mention is the port authority-led ECHO program. ECHO stands for Enhancing Cetacean Habitat and Observation, and this is a collaborative research initiative involving marine transportation industries, conservation and environmental groups, First Nations, government and scientists.

The program seeks to better understand the impact of marine shipping on whales, and I am very proud of the work we are doing – collectively – to better understand and reduce the cumulative impacts of commercial vessel activities on at-risk whales throughout the southern coast of British Columbia.

Collaboration requires leadership

I believe there are many more opportunities for collaboration, and more needs to be done beyond the port authority's mandate.

Having said that, there are encouraging examples of regional collaboration emerging.

Firstly, there is Metro Vancouver's Regional Prosperity Initiative, led by Greg Moore, recently acclaimed for the sixth time as Metro Vancouver board chair. This is a true collaboration bringing all the right parties to the table to discuss how we can grow this region together in a responsible way.

I would also like to acknowledge the Greater Vancouver Board of Trade's Economic Scorecard, because we need a way to measure our success – against ourselves, and against others.

On a province-wide scale, the B.C. Business Council has recently completed six months of dialogue on how to build a prosperous and resilient provincial economy, as part of their BC-2035 initiative.

And our own federal minister of transport, Marc Garneau, is advocating for greater collaboration through data sharing in the supply chain – part of his vision recently outlined in his Transportation 2030 platform. We commend this and all other such efforts.

Collaboration requires big-picture thinking

A few years ago, the port authority, along with many of you in the room, collaborated and explored the future of the gateway through scenario planning, in what we called Port 2050.

With Port 2050 as our guidepost, the port authority is now evaluating ourselves against a regional and global future that balances economic, social and environmental imperatives.

I believe big-picture, collaborative discussions like these are absolutely necessary to define how we will ensure continued prosperity for Canada and livability for all of us who call Metro Vancouver our home.

Earlier this year, and directly tied to Port 2050, we released our new vision "to be the world's most sustainable port."

Is it an aspirational, ambitious and bold commitment?

Yes. Absolutely.

But we are intent on realizing this vision, *through collaboration*, because we know we cannot do it on our own...and nor do we want to.

This is not *just* about the port or the port authority; it is, and should be, about something much larger.

Just as we have played such a foundational role in this region's past, we want to be a part of proactively creating its future.

A future that is sustainable, prosperous, livable, innovative, adaptable, and resilient.

I firmly believe that our vision to be the world's most sustainable port across the three pillars of sustainability sits very well alongside, indeed integrates with, Vancouver's vision to

be the world's greenest city. And I am proud to live and work in a region that I believe already has very strong sustainability credentials.

But there is much more to be done, together, in the face of the growth we expect as a port and as an urban, global centre.

I thought I would end by quoting something I heard recently (credit to Martha Hall Findlay), that I hope will set the tone for future conversations on tomorrow's economy and our shared future:

"We move forward not by saying "no", but "how.""

*(Repeat quote)*

Thank you. I am looking forward to your questions and our discussion.