

**Vancouver Fraser Port Authority AGM | May 29, 2018****Craig Neeser, Chair of the Board of Directors**

It's an honour to be here on the traditional lands of the Coast Salish, Musqueam, Squamish and Tsleil-Waututh peoples.

I see so many familiar faces and sincerely thank you for joining us today. I have been on the board for 9 years and think some of you have been here with us that long as well. It's good to see you.

There are a lot of things I am supposed to talk about today such as 115,000 jobs in Canada supported by the port, \$700 million invested in infrastructure last year, a record 142 million tonnes of cargo, South Shore overpasses, 232<sup>nd</sup> Street overpasses and so on but I don't really want to do that.

One thing I really do want to do is talk about the people at the port. I mean it sincerely. When I refer to the port, I'm talking about our partners - the stakeholders we work with, an extended community of terminals, shippers, truckers, railroads and the various people who work with us. I'll go into this in more detail soon but let me begin by introducing our board of directors to you.

In my 9 years I have served on this board, I can honestly say this board of directors in front of you is the most experienced, diverse and professional group I have seen in my time.

It's my pleasure to ask each director to stand and remain standing until all directors have been introduced. Please hold your applause until the end.

Our board of directors are:

- Eugene Kwan, vice chair and chair of terminal 2 oversight committee
- Lisa Ethans
- Philip Hochstein
- Carmen Loberg, chair of human resources committee
- Catherine McLay, chair of major capital projects committee
- Joanne McLeod
- Craig Munroe
- Penny Priddy, chair of government and stakeholder relations committee

- Judy Rodgers, and
- Richard Turner, chair of audit committee.

All of these individuals live in the Lower Mainland with the exception of Carmen who lives in his hometown of Calgary.

I'd like to recognize each of you for the tremendous time and effort you invest into this organization and the remarkable care, thoughtfulness, passion and expertise you bring to our port. I'm honoured to work with all of you. Thank you.

Shifting gears a little, one thing I must remind you of is that as the Vancouver Fraser Port Authority, we're federally mandated to facilitate Canada's trade through the Port of Vancouver, and in doing that, we have to protect the environment and we have to have consideration for local communities.

Those are three interesting and different issues to deal with and it is a bit of a juggling act. They may not always go hand in hand but nevertheless, we have to facilitate Canada's trade.

As I reflect on the past decade at the Port of Vancouver, I think about the people that we work with and how we have collectively and dramatically advanced the abilities and readiness to meet Canada's escalating trade and growth initiatives.

Yesterday I reflected on things that are true and factual such as investments in infrastructure versus things that are meaningful and make a difference – that's the people side of who we are at the port. The meaningful work we do is making a difference. It's working responsibly, truly guarding and protecting our environment, working on Aboriginal relationships, working safety, working with security for our nation, working with our community, and being a good neighbour. These are things that we've been working on for some time and I am so very proud of the people at the port and this includes our stakeholders who work with us.

I'm proud of the culture that we've created and the leadership we've seen at the port and port-related facilities. In my time with the port, I have seen the face of the port change in these last five or six years and that face is changing here, across the Prairie Provinces and right through to Ottawa.

When I speak about change and doing things differently, an example of this is how we worked with Prairie Provinces.

- In 2015 we held our first ever Prairie board meeting in Regina, Saskatchewan and held numerous Prairie stakeholder meetings and a reception while we were there. We repeated this in Edmonton, Alberta in 2016 and last year did the same in Winnipeg, Manitoba. It helped changed the face of who we are and the port in those communities and provinces.

These events along with living up to the commitments made have created unsurpassed levels of support for our infrastructure work, improved efficiencies, and for on-going collaboration – all parties involved are simply delighted with the strides we have made on the culture we have in our group but also with our partners.

Turning to our work here at home, our port jurisdiction intersects with 16 local municipalities in the Lower Mainland and our relationship with local mayors is vital to the work we do.

- In 2017, we held our second roundtable meeting with Lower Mainland mayors. They're not easy discussions. They consist of presentations, open discussion, and Q&As. If you think it's always positive, you're wrong. There are lots of challenges, there are things we can do better, there are things we can do more effectively with municipalities, and we don't always like what we hear but we listen. It's always a great discussion and it's led to a more collaborative effort, and I would put that in the category of meaningful work. We've committed as a board to do this annually.
- Lastly, we hosted B.C. mayors and councilors at our annual Port of Vancouver-hosted reception at the Union of B.C. Municipalities Convention here in Vancouver. We had a great turnout and it was an opportunity to connect with municipalities across the province – for B.C. mayors to learn about us and for us to learn about them. Hopefully, meaningful work that changes our relationship and strengthens it.

What I also wanted to talk about was the culture shift that's happened at the port. It's a lot of hard work and it doesn't come easy. Five years ago, the board asked of Robin Silvester

and his team, "We need to have better engagement, we need to work closer with our communities and our stakeholders." We put metrics and performance measures around how to accomplish this.

Fast forward a few years and in 2017, we saw some great outcomes on this front.

- We've done extensive third-party survey work throughout the Lower Mainland and our 2017 community survey found that the port authority is widely perceived as being a trustworthy organization, more trustworthy than many of our peer organizations. We've gone from midrange in that group of peers to being ahead of all our peers on measures of trustworthiness amongst our communities. We talk about culture change and relationship building, and again, it doesn't come easy but it's meaningful work that we are doing.
- The survey also found that the Port of Vancouver enjoys broad public support. This tells us that when we communicate all the great work our people are doing, we build public support. And that's helping ensure the port's future because again, we must facilitate Canada's trade.

Drawing all these themes together, in 2017, our people:

- Strengthened key relationships locally and across Canada;
- Advanced landmark infrastructure; and
- Enhanced trust in the port and the port authority.

It's the people at the port and those working with the port that made this all happen. It's their care and attention, pride in what they do and their relationship building that has truly moved the dial.

It's been a great honour to serve this organization, and serve Canada, for the past nine years, through this role.

In my time here, I've been privileged to watch the people of Port Vancouver deliver the remarkable meaningful work and the many, many successes, on so many important fronts.

Thank all of you for allowing me to share in this great journey.

I look forward to watching the port authority's thoughtful leadership – and the Port of Vancouver's bright, sustainable future – in the many years to come. You may know that the vision for the port is to be the world's most sustainable port. That's a lofty goal but if you put something like that in front of you, it'll take a lot of meaningful work to support that goal.

I'd like to end by noting that this is my final AGM as Chair of the board and board member of the Vancouver Fraser Port Authority. It's been an honour. When I came to the port, I didn't realize how much fun I'd have. I've enjoyed working with you and seeing the development not just in trade and infrastructure growth but of our people to be ready for the growth and challenges that's coming to our great nation.

I'd now like to introduce the captain of this vessel, Port of Vancouver. There's one person who has really taken the board's message and has delivered on it - our president and CEO of the Vancouver Fraser Port Authority, Robin Silvester.

Thank you.