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SOUNDING BOARD

THE OFFICIAL NEWSPAPER OF THE VANCOUVER BOARD OF TRADE AND ITS MEMBERS

"You need to develop an incredible appetite to learn and develop yourself in order to succeed [in small business]." Shane Gibson, page 7

OCTOBER 2013 • VOLUME 53 • NUMBER 10

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Breaking the bottleneck

Board of Trade applauds plan to replace Massey Tunnel

BY GREG HOEKSTRA

The Vancouver Board of Trade is pledging its support for the Government of British Columbia's plan to replace the aging George Massey Tunnel with a new bridge.

Premier Christy Clark announced plans for the new bridge late last month, during her keynote address at the **Union of BC Municipalities' 2013 Convention**. Immediately following the speech, The Vancouver Board of Trade issued a statement applauding the Government's plan, which will improve the movement of goods and people along the Highway 99 corridor.

"Premier Clark's announcement is great news not just for residents of the Lower Mainland, but for businesses across the province," said **Iain Black**, President and CEO of The Vancouver Board of Trade. "The new bridge will alleviate congestion and traffic for commuters, while bolstering trade



Premier Christy Clark recently announced the Province will move ahead with plans to replace the George Massey Tunnel, with construction of a new bridge beginning in 2017. Above is a conceptual rendering of what a bridge over the Fraser River on Highway 99 might look like.

and strengthening British Columbia's role as Canada's Gateway to the Pacific."

The George Massey Tunnel currently carries more than 80,000 vehicles every day. The Ministry of Transportation and Infrastructure's engineers estimate the existing tunnel has about 10 years of useful life remaining before major components will need to be completely replaced.

In January 2013, The Vancouver Board of Trade sent a letter to the Ministry of Transportation

and Infrastructure endorsing the replacement of the tunnel, after actively participating in the Province's public consultation process.

"Highway 99 South is one of the most critical transportation corridors in British Columbia," said **Elio Luongo**, Chair of The Vancouver Board of Trade. "The congestion caused by the tunnel severely slows goods movement, which in turn, slows our economy. It's time for us to shift gears."

The Vancouver Board of Trade worked closely with the **Richmond**

Chamber of Commerce, the **Delta Chamber of Commerce** and the **BC Chamber of Commerce** in early 2013 to raise the profile of this important issue. A resolution drafted by The Vancouver Board of Trade's Regional Transportation Committee called for the tunnel's replacement, contingent on eight conditions.

To read the committee's resolution or The Vancouver Board of Trade's letter to the Ministry of Transportation and Infrastructure, visit www.boardoftrade.com.

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After the quake: How to keep your business going

BY STEVE YENDALL

We've all seen the pictures of houses, buildings and areas destroyed by massive earthquakes, and we've heard the news reports suggesting that Vancouver is due for the big one. You may think you're prepared, but are you really?

RSA, a leading Canadian and global insurer, has extensive experience helping our customers through catastrophic events, including the massive 8.8 earthquake in Chile in 2010, and the un-

precedented flooding in Calgary earlier this year. Along the way, we've learned what it takes to keep a business afloat and to get you back up and running as quickly and effectively as possible.

There are numerous similarities between the west coast of Chile and the west coast of Canada. Both are on the Pacific rim of fire and are exposed to destructive mega-thrust earthquakes; both have heavily regulated building codes; both have similar natural resources, and population densities.

In 2010, following what was the seventh-largest earthquake on record, we were the largest insurer in Chile. As a global organization, we learned valuable lessons about what business continuity planning really means and are sharing that knowledge with customers wherever possible.

We've all read the government literature that says Canadians should be prepared to go it alone for the first 72 hours, but businesses really need to be prepared to survive for a lot longer. Take a holistic approach: how will you

cope if your supply chain and business partners are all in the same boat.

Thinking of your supply chain – do your suppliers have national or international resources they can rely on? If your offices are not operational, can you move work to other locations? How will you access business critical data? How will you communicate with your employees, business partners and customers? Does your insurance company have contractors, adjusters and recovery experts in other locations it can pull in in the event of an earthquake?

These are the things that will mean the difference between you getting help quickly, or being at the end of the line because there are not an infinite amount of contractors and resources in British Columbia.

The other key learning for us from both the earthquake and this summer's floods in Alberta is that you will require more resources than you expect to remain operational. When you are planning, think about cash flow and capital, how you'll ensure your employees' safety if they are stuck at work, and how you'll communicate – assume airports will be closed, bridges will be inaccessible and infrastructure will be compromised.

And here's the best piece of advice: when planning, imagine the worst-case scenario. Then consider something worse and plan for that.

While we all hope we're de-



Steve Yendall, Vice President, Western Region, RSA Insurance

veloping plans we never have to use, it's imperative that we have thought through the possibilities and are as ready as can be. For more than 300 years RSA has been helping customers plan and prepare so that when disaster strikes, we can get customers and businesses back up and running as quickly as possible.

Steve Yendall is Vice President of Western Region at RSA Insurance, a leading home, car and business insurer. Yendall will deliver a keynote speech to The Vancouver Board of Trade on Oct. 17, explaining how businesses can prepare for an earthquake, including best practices on business continuity planning and how global events impact the cost and availability of earthquake insurance. For more information, visit www.boardoftrade.com/events or email reservations@boardoftrade.com.

Connections that work

The Vancouver Board of Trade has just confirmed that new Vancouver Airport Authority President and CEO Craig Richmond will deliver a keynote address to its members on Wednesday, Oct. 23.

In his first speech to the business community, Richmond will tell the dynamic story of Vancouver International Airport, including how the airport creates jobs, creates economic growth, and connects B.C. businesses to global destinations.

Richmond took over the role of President and CEO of Vancouver Airport Authority on July 2. He now oversees the effective operation and strategic vision for the future of YVR.

In 2012, YVR welcomed 17.6 million people, facilitated more than 296,000 aircraft take-offs and landings and handled 228,000



Craig Richmond, President and CEO, Vancouver Airport Authority

tonnes of cargo. As Canada's second-busiest airport, YVR employs more than 23,000 people and is a key economic generator for B.C. For more information, or to purchase tickets, visit www.boardoftrade.com/events.

EVENTS CALENDAR UPDATE

See our full events calendar at boardoftrade.com

TUESDAY, OCTOBER 8, 2013

Leaders of Tomorrow Orientation Night

5 – 7 p.m.

SFU Segal Graduate School
500 Granville Street

WEDNESDAY, OCTOBER 9, 2013

Members' Reception at Vancouver FanClub Sold Out

7 – 9 a.m.

Vancouver FanClub
1050 Granville Street

Host and Presenting Sponsor:
Vancouver FanClub

TUESDAY, OCTOBER 15, 2013

Company of Young Professionals: Leadership Cafe with Canadian Blood Services

5:30 – 8 p.m.

Coast Coal Harbour Hotel
— Coal Harbour A
1180 West Hastings Street

WEDNESDAY, OCTOBER 16, 2013

Networking Breakfast Series: Orientation and Roundtable

7 – 9 a.m.

Renaissance Vancouver
Harbourside Hotel
1133 West Hastings Street

Event Sponsor:
Worldlynx Wireless

WEDNESDAY, OCTOBER 16, 2013

Mayor Gregor Robertson on the Economic Future of Vancouver

11:45 a.m. – 2 p.m.

The Fairmont Hotel Vancouver
900 Georgia Street West

His Worship Gregor Robertson,
Mayor, City of Vancouver

Presenting Sponsor: WHIL
Supporting Sponsors: Aquilini
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Pacific, London Drugs, Vancouver
Economic Commission
Community Partner: Starbucks

THURSDAY, OCTOBER 17, 2013

After the quake: How to Keep your Business Moving

11:45 a.m. – 2 p.m.

Fairmont Pacific Rim
— Star Sapphire Ballroom
1038 Canada Place

Steve Yendall, Vice President,
Western Region, RSA Insurance

Presenting Sponsor:
RSA Insurance

FRIDAY, OCTOBER 18, 2013

The Honourable Jason Kenney

11:45 am – 2 p.m.

The Honourable Jason Kenney,
Minister of Employment and
Social Development and Minister
for Multiculturalism, Government
of Canada

WEDNESDAY, OCTOBER 23, 2013

YVR: Connections that Work

11:45 a.m. – 2 p.m.

Four Seasons Vancouver
— Park Ballroom
791 West Georgia Street

Craig Richmond, President and
CEO, Vancouver Airport Authority

Presenting Sponsor: CIBC
Community Partner: NAV Canada

TUESDAY, NOVEMBER 5, 2013

Energy Forum 2013: Staying Competitive in Changing Global Markets

7:15 a.m. – 2 p.m.

Ian Anderson, President,
Kinder Morgan Canada

More speakers to be announced!

WEDNESDAY, NOVEMBER 20, 2013

Networking Breakfast Series: Orientation & Roundtable

7 – 9 a.m.

Renaissance Vancouver
Harbourside Hotel
1133 West Hastings Street

Event Sponsor:
Worldlynx Wireless

What speaker, topic or issue do you want explored? We'll look into it.

E-mail: dcrawford@boardoftrade.com

Register now at boardoftrade.com/events

New management team takes the helm

Vancouver Board of Trade creates new roles for partnerships, marketing, and senior management

You may have noticed a few new faces around the table.

In recent months, **The Vancouver Board of Trade** has added new leadership, and has also promoted two familiar faces to more senior roles.

Now in its second year of a two-year transformation lead by President and CEO **Iain Black**, The Vancouver Board of Trade is actively working to reinvent every aspect of its operations — from its events business and public policy committees, to its marketing initiatives, member programs, and partnerships with the business community.

These recent changes complete the team that started with the hiring of Membership Services Director **Chris Barry** last year.

Here's an overview of the new leaders who have joined our team since May.

David Crawford

Vice President – Responsible for Operations, Finance, HR... and pretty much everything else.

David Crawford has built a career in progressively senior operations and finance management positions, exercising broad decision-making authority for strategy implementation and execution activities, recommending and establishing policies, processes and policy initiatives, and being accountable for developing and managing financial budgets for multiple departments.

Crawford came to The Vancouver Board of Trade from Grant Thornton (Vancouver), where he served as Director of Finance and Operations. Prior to that, Crawford was heavily involved in the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC), where he forged and then evolved a series of director-level positions.

Crawford has spent many years as an independent consultant on strategic planning, operations management and performance measurement services, whose clients include the NFL and the FIFA Women's World Cup 2015.

Rob MacKay-Dunn

Director, Public Policy – He crafts public positions and proposes priorities, supports policy

committees, and tries to keep the CEO "on message."

A self-professed "infrastructure junkie," Rob MacKay-Dunn's career path to date has involved senior positions in both public service and private organizations, with the common themes of public policy, stakeholder engagement and relations, issues management and strategic communications.

He came to the Board of Trade from a public consultation/facilitating role where he was focused on the George Massey Tunnel Replacement Project and the Low Level Road Project. Prior to that, he served for five years as chief of staff to two senior cabinet ministers — B.C.'s Minister of Transportation and Infrastructure, and B.C.'s Minister of Tourism, Sport and the Arts. In these roles he was intimately involved in the largest infrastructure investments in B.C.'s history, including the Province's multi-billion dollar Gateway Program, the Sea-to-Sky Highway improvement project, the Canada Line, and the Province's Pacific Gateway Initiative.

Born and raised in Vancouver, MacKay-Dunn is active in the local tennis community and sits on the board of directors for Tennis B.C. and the local hosting committee for Tennis Canada's wildly successful Davis Cup Ties versus France, Spain and Italy.

Simmy Sandhu

Director, Partnership Development – She will change the way we bring value to those who support our programs and advocacy.

Simmy Sandhu joins The Vancouver Board of Trade as the new Director of Partnership Development. She's here to set a new standard, raise the bar and change the way we do business with our valued sponsor partners.

She brings a diverse background in senior sales and marketing and comes to us most recently from Bell Canada. Previous roles included operations and marketing management positions in firms that resemble many of our members in size, scale and focus.

Developing and implementing long-term, value-based partnerships with The Vancouver Board of Trade's many sponsors is a key part of our new strategy.



From left to right: The Vancouver Board of Trade's new Events Manager, Rebecca James; Director of Member Programs, Austin Nairn; Vice President, David Crawford; Director of Public Policy, Rob MacKay-Dunn; Marketing Specialist, Alison Russell; and Director of Partnership Development, Simmy Sandhu. **Photo by Kim Stallknecht (www.stallknecht.com)**

Her focus will be on both existing relationships with key stakeholders, and cultivating new partnership opportunities.

Sandhu is a graduate of Simon Fraser University with a degree in economics. She also possesses an MBA in Global Business Management.

Austin Nairn

Director, Member Programs – His mission is to duplicate his own remarkable success.

Austin Nairn was promoted to Director of Member Programs on July 1 of this year.

Nairn can take rightful credit for having materially grown and improved two of The Vancouver Board of Trade's "crown jewels": our Company of Young Professionals (CYP) and Leaders of Tomorrow (LOT) programs. His challenge now is to drive the same success with our Small Business Council (SBC) and our Women's Leadership Circle (WLC) programs; Member segments that are key to our future success.

Prior to joining The Vancouver Board of Trade, Nairn was the Membership Services Manager at the North Vancouver Chamber of Commerce where he focused on membership marketing, retention, and business start up services.

An avid volunteer, Nairn regularly contributes his time to support Junior Achievement, Big

Brothers, and Athletics for Kids.

Rebecca James

Events Manager – She runs the department of "Wow!"

Rebecca James was promoted to Events Manager on July 1, 2013.

Our legendary events business is in the palm of her hand. A fairly recent arrival to our ranks, she quickly illustrated that the success in her background — planning and managing a wide variety of projects, ranging from high-profile speaking engagements to complex multi-million dollar fundraising events — was no accident.

Over the past year, James has successfully led a number of projects for The Vancouver Board of Trade, most notably the largest dinner in our history, the Joe Segal Gala, and — twice! — the annual Scotiabank and The Vancouver Board of Trade's Golf Classic, a sold-out event that is now rightly one of our marquee events and referred to by many in attendance as "the best golf tournament all year."

James brings more than six years of events management experience to our team, along with her eagerness and attention to detail.

James is a graduate of Capilano University with a Degree in Business and an Advanced Diploma in Marketing, and also possesses a Diploma in Events

and Conventions Management from Thompson Rivers University.

In her spare time, James enjoys practicing yoga, attending dance classes, boating up to her family cabin, and spending time at the pier in White Rock.

Alison Russell

Marketing Specialist – She brings order to the universe.

How does a 126-year old iconic institution communicate and clarify its reinvention as a relevant 21st Century go-to organization for Members, media, and government, while ensuring a constant message, theme, and look-and-feel across email marketing, a newspaper, websites and other social media elements, four programs, five to six brands... to thousands of Members who joined us for a multitude of different reasons?

We hire Alison Russell.

With over 16 years of experience in marketing, Russell has worked with financial and technology companies that operate in markets across North America. Her marketing experience is varied from traditional marketing methods to new media methods.

In her spare time, Russell is an avid runner, having run several half marathons and two full marathons, and volunteering at those races where she's not a competitor.

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As the official publication of The Vancouver Board of Trade, the *Sounding Board* newspaper provides analysis and discussion of regional and national issues facing the business community, along with input from member companies, allowing them to raise their profile in the business community.

Sounding Board is published 12 times per year by Business in Vancouver Media Group in partnership with The Vancouver Board of Trade.

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

ABOUT THE VANCOUVER BOARD OF TRADE

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

OUR MISSION STATEMENT

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

OUR BASIC PRINCIPLES

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

PUBLICATIONS MAIL AGREEMENT No. 40011551

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B.C. residents content with local governments: survey

BY EVI MUSTEL

With the **Union of BC Municipalities** annual meeting of mayors, councillors and staff taking place last month in Vancouver, **Mustel Group** decided it would be a good time to check in with residents across B.C. about views of their community, and the way it is being managed. A total of 850 interviews were conducted online with a randomly selected sample of B.C. residents, 18 years of age and over.

Overall, B.C. residents are quite content with life in their communities and most — 87 per cent — are satisfied with the quality of services provided by their local government. Even more importantly, eight in ten have a somewhat to very strong sense of belonging to their community.

What impacts our opinions of our communities the most? The most significant drivers are opportunities for recreational activities (parks, trails, community centres, etc), and our roads and bridges infrastructure. We value our recreation, and ability to move around the community with ease.

Another key driver of satisfaction is the level of community engagement or consultation by local government on projects or initiative.

Although receiving much attention in the **City of Vancouver**

recently, it is a key issue among communities across B.C.

And how are local governments delivering on the things that matter to residents? They tend to get high marks for providing access to recreational opportunities and amenities, and for such municipal services as fire and rescue, libraries, and police and safety services.

But municipalities tend not to fare as well for some of the things that really matter to residents, such as community engagement, and maintenance of roads and bridges, as well as for management of traffic, planning for future development, local transit services, addressing social issues, and economic development.

When asked what they believe is the most important issue facing their community, that is, the one issue that should receive the greatest attention from their mayor or council, at the top of the list is real estate development and long-term planning. This issue particularly stands out in **Metro Vancouver**.

Other items on the wish list include: economic development and job creation, improved public transit and transportation infrastructure, affordable and social housing, crime and policing, and managing spending.

On the issue of taxes, three-in-four home owners feel they receive at least “fairly” good



Evi Mustel, Principal,
Mustel Group

value for the property taxes they pay, but only 16 per cent respond “very” good value, indicating room for improvement. Interestingly, women and seniors are the most positive about the value received.

When asked about funding for municipal services, the majority, 64 per cent, would prefer an increase in user fees to reduce taxes, rather than increased property taxes.

Overall, this survey shows that B.C. residents are relatively content with their home community and how it is being managed. It appears that the future is what worries them, and perhaps a loss of the things they treasure most.

Evi Mustel is Principal of the Mustel Group and a Director of The Vancouver Board of Trade.

Sustaining a livable region

Metro Vancouver Chair discusses long-term infrastructure planning Nov. 20

The economic success of the Lower Mainland is anchored in the core utility and regional planning services provided collaboratively by **Metro Vancouver** and its member municipalities.

It's those services that contribute to the quality of life we enjoy as residents, and to an environment in which our economy can thrive.

Metro Vancouver's investments in our drinking water, sewerage and solid waste infrastructure to accommodate growth — while maintaining what we already have — will mean an expenditure of some \$5 billion in the next decade, and

will create an estimated 32,000 direct and 18,000 indirect job-years between now and 2022.

On Nov. 20, join **The Vancouver Board of Trade** for a keynote address by **Greg Moore**, Chair of the Metro Vancouver board of directors.

In his first-ever speech to the Board of Trade, Moore will share some of the current and future major capital projects for which Metro Vancouver is responsible, and will describe how Metro's Regional Growth Strategy can support a vibrant and sustainable economy for the Lower Mainland region.

Register today at www.boardoftrade.com or email reservations@boardoftrade.com



Greg Moore, Chair,
Metro Vancouver Board of Directors

reservations@boardoftrade.com for more information.

Circles and cycles

BY PETER G. HALL

Tired of the long, drawn-out debate on future economic growth? You're in good company. It's a necessary debate, because our individual livelihoods depend on it. But it's a frustrating one, because there's little agreement, and the arguments are of times circuitous — even those made by the “experts.” Is there a way out of the analytical quagmires that we are currently up to our axles in?

Economists come by circular thinking honestly. Prominent in the first few pages of first-year textbooks is the circular flow diagram. It posits that the economy is a continuum, with a simultaneity of activities that make it difficult to determine beginning or end. You get a job, you get paid, you buy stuff that wasn't being bought before, firms increase production, they hire more people who then consume more, and so forth. In the mean time, governments levy taxes and re-inject funds at some other point on the continuum. Similarly, imports leak money out of the system, but exports bring money back in.

Simple, right?

When things are functioning well, yes. But slowdowns mess things up — this circular flow is so tight that it can be extremely difficult to actually see the key sources of weakness.

Some don't really care, suggesting that

weakness is the time for governments to step in, borrowing if necessary to get the economy going with spending injections. That's where context is important. In this latest go-round, the economy entered the down-cycle vastly over-stimulated.

Global government intervention, as significant as it was, proved akin to curing the hangover with vast amounts of liquor, postponing the inevitable. It bought us time, but little else except a mountain of debilitating debt.

Others advocated that other key public policy lever, interest rates. Low rates were aimed at getting the wheel going more quickly. The resulting flood of cash did convince us that money was available, preventing bank runs. Low rates were nice, but nobody - not firms, definitely not consumers - was in a borrowing mood. Lots of the liquidity ended up just sitting around.

The subsequent three years of slow

motion have ignited the debate what really gets an economy going. Everywhere, pundits are picking their point on the circular flow diagram, certain that “it will start here”. Others suggest that it won't start anywhere; growth is permanently slower, for a variety of structural reasons.

Can we make any sense of the circle, or is it by its very structure, a mystery?

To some, the answers lie in psychology. Even here, the growth and decline triggers are nebulous, making for even more tightly circuitous reasoning. What we are really left with is the frustration that against all efforts to the contrary, the economy still experiences cycles, and not just small ones.

Globalization, innovation, fiscal wizardry and gutsy monetary experimentation haven't been able to stave it off. If growth and decay are inevitable, it then becomes essential to understand in real time what point of the business cycle the economy is

at. That's a tall order. Is it possible?

Embedded at the core of economic activity is a key signal: prices. By their ups and downs, they illustrate moments of plenty, of shortage, of weak purchasing or red-hot demand. They catch the interplay of these. But they are no mere output of the system; they also influence supply and demand. This is where deflation can be so debilitating. Firms faced with excess product slash prices to move their goods and services along. When this becomes general habit, and persists for a long time, folks get used to it, and they delay purchases as long as possible. It's a conundrum we find ourselves close to now, and we only need look to Japan to see how debilitating deflation can be.

The bottom line?

The debate on growth will likely be circuitous well beyond the start of the next growth cycle. In all the banter, it's critical that we not forget the role of prices, and that in the current context, a little inflation may not be a bad thing at all. And remember, of the two ills of pricing, it's the one that central banks really know how to cure.

Peter G. Hall is vice-president and chief economist for Export Development Canada, a Crown corporation that supports and develops export trade by helping Canadian companies respond to international business opportunities. For more information visit www.edc.ca.



Peter G. Hall, Vice-President and Chief Economist, Export Development Canada



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BOARD OF TRADE MEMBER SINCE: 2013

The Butler Did It Catering Co.

Describe your business in 10 words or less.

Vancouver's best and most versatile corporate and event catering company.

Why did you join The Vancouver Board of Trade?

To get more involved in the business community in Vancouver. The Vancouver Board of Trade offers fantastic opportunities to get involved, network, learn and grow as an entrepreneur and small business.

What motivates you as an entrepreneur?

For me it's the excitement and variety we face in our industry. We are constantly faced with unique challenges every day and I love that!

What do you think makes a small business successful?

Patience and hard work. Things always take longer than expected. It takes time to form supplier partnerships, build a team and nurture a client base. I think some people underestimate how long it takes to establish a solid business and throw in



OWNER: DARRYL RAY

the towel too early.

When did you realize you wanted to start your own business?

The entrepreneurial wheels started spinning when I was in high school and my older brother started his own business. It inspired me to be open to having my own business as an option for my future. When I was 23, I had the

opportunity to start a small catering business with a co-worker and her husband. The Butler Did It Catering was born and it has been an exciting ride ever since.

Do you think it takes a certain type of person to run a small business?

Owning your own business takes courage and is not for the faint of heart. You are in charge of your own destiny. There are many hard decisions, challenges and obstacles that you face on a regular basis without much help. There is great satisfaction in overcoming these situations but the journey is an emotional roller coaster.

BOARD OF TRADE MEMBER SINCE: 2013

Amando Natural Stone

Describe your business in 10 words or less.

Supplier of architectural natural stonework, creating distinctive living spaces — naturally!

Why did you join The Vancouver Board of Trade?

As a family business, we want to be involved with the community we live in. We want to support and connect with like-minded people seeking mutually beneficial relationships: collaboration, referrals, mentorship, networking and education.

When did you realize you wanted to start your own business?

I was inspired by my father who became ill and passed away as a by-product of working in the construction industry, specifically with asbestos. I wanted to find a better, healthier, more beautiful, more creative way to build living and working spaces.

Where did you get the idea for your business?

I have worked with Mexican manufacturers and craftsmen for nearly 15 years



OWNER: KARINA EVA

now. I love working with natural stone handcrafted designed products because they provide a unique and durable way to beautify, enhance and personalize homes.

Do you think it takes a certain type of person to run a small business?

Yes, I believe that a person needs vision, passion, determination, preparation, effort, confidence and to be useful to others. Be proactive, sincere, focused, and committed. Be able to take action, take risks, and to give more than expected.

What advice would you give to other budding entrepreneurs?

Someone told me once, "I do not know anyone who has succeeded who has not been able to assess and take a risk and then live with the consequence." There is no such thing as failure, only learning experiences.

Company Profiles Small Business Month

BOARD OF TRADE MEMBER SINCE: 2009

Prestige Performance Consulting LTD

Describe your business in 10 words or less.

We provide turnkey solutions that help entrepreneurs outperform their competition.

Why did you join The Vancouver Board of Trade?

To build meaningful relationships and help businesses optimize their performance.

Also, I am the president-elect of The Vancouver Board of Trade's Ambassadors' Club. The club continues to be the source of inspiration for members to stay engaged and improve their business visibility.

Where did you get the idea for your business?

With a successful track record in helping global corporations considerably improve their businesses, we saw significant opportunities for B.C. businesses. We bring relevant expertise through streamlined programs that enable businesses to succeed by leveraging on proven concepts at an affordable price.

What do you think makes a small business successful?



OWNER: GALIA SHUKR

Successful businesses have clarity on where they are and where they want to be, are effective in planning their goals and executing on their plans, and seek continuous learning to improve their business performance.

Do you think it takes a certain type of person to run a small business?

As business owners, our commitment is tested every day. A successful entrepreneur has an unshakable commitment to execute on plans and achieve goals, seeks continuous learning to improve their leadership style and business results, and never gives up.

What motivates you as an entrepreneur?

Client results and industry recognition are my greatest motivators. We're also honoured to be ranked in the top ten providers of business improvement programs on the highest customer satisfaction, highest revenue generated and highest impact to business results.

BOARD OF TRADE MEMBER SINCE: 2013

JP LED Lighting

Describe your business in 10 words or less.

Manufacturing lighting solutions that save consumers money while helping the environment.

Why did you join The Vancouver Board of Trade?

The opportunity to stay engaged and meeting people at local luncheons, breakfast meetings, corporate meetings while interacting with prominent speakers.

Do you think it takes a certain type of person to run a small business?

Running a business is a risk. All entrepreneurs must experience risk and undesirable results in order to grow as a manager. If you are in business you must function comfortably with a high level of risk. If a small business doesn't experience undesirable results, then they are not taking enough risk.

What do you think makes a small business successful?

Natural initiative in a moment's notice and the ability to move forward efficiently is a core value all entrepre-



OWNER: JESSE NEUFIELD

neurs need to possess. The ability to change with market demand, effective time management, and the perseverance to get through the years of sustainable growth.

What is the most daunting challenge you have faced in business?

Managing growth. Evaluating the next step in the early stages of a business should be analyzed carefully and diligently in order to avoid undesirable results. Sometimes hiring an objective opinion will give a new business the clarity it needs to manage growth.

What advice would you give to other budding entrepreneurs?

Know your weaknesses and your strengths. Assess your personality type and the people around you. Surround yourself with people that have the required experience where yours is lacking.

BOARD OF TRADE MEMBER SINCE: 1994

Socialized Communications

Describe your business in 10 words or less.

Social media training, management and consulting company.

Why did you join The Vancouver Board of Trade?

I joined when I was 18 years old as a young entrepreneur to help expand my network, find mentors and become part of the Vancouver business community.

Nineteen years later – it was the best investment I have made to date.

What motivates you as an entrepreneur?

Contribution. Making a difference in other people's lives through education, training and seminars. Whether it's standing in front of an audience of 200 people sharing leadership and marketing insights or sitting one-on-one consulting a member of the community I find the work extremely rewarding.

What keeps you up at night?

Mark Zuckerberg! (and all the people like him in the social media space).



OWNER: SHANE GIBSON

Every day something changes and my business has to be ahead of the curve so we can in turn keep our client strategies and training programs up to date.

Do you think it takes a certain type of person to run a small business?

You have to check your ego at the door, focus on what you're

good at and hire people who are better than you at the other things. An entrepreneur who can't do this has very little sleep or time for family or community.

What do you think makes a small business successful?

One thing I have learned is that we too often focus on growing the business. The reality is we must grow as leaders for the business to grow. As a small business person you need to develop an incredible appetite to learn and develop yourself in order to succeed.

BOARD OF TRADE MEMBER SINCE: 2011

Noravera Visuals

Describe your business in 10 words or less.

Noravera is a video marketing agency creating thoughtful, sharp and imaginative ways of telling a story.

Why did you join The Vancouver Board of Trade?

Having been a member of the Leaders of Tomorrow mentorship program, I saw continuing my involvement with The Vancouver Board of Trade as a great opportunity to develop my career beyond school doors and into the business world of Vancouver.

What motivates you as an entrepreneur?

I am motivated by the variety of work and projects that I am involved with. As a video producer, I get to experience other people's lives day-to-day and make many great connections and friendships along the way.

What do you think makes a small business successful?

Not over promising deliverables and making sure the client is happy at the end



OWNER: GEOFF LIVINGSTON

of the day. Maintaining strong long-lasting relationships is also key to building a successful business.

When did you realize you wanted to start your own business?

I have always had a passion for video production. It started with producing mountain bike videos. I realized

that through the connections I had made over time, along with the strong relationship I had built with a long-time friend who became my business partner (Brian Ceci) we could create a successful business.

Do you think it takes a certain type of person to run a small business?

I think it is possible for anyone to start a business and be successful at it. It takes passion for something you love doing, having the guts to take a chance and not being afraid to fail. You can also add in some good timing and luck into that mix!

Company Profiles Small Business Month

BOARD OF TRADE MEMBER SINCE: 1995

Personalized Creations Corporate Gift Basket Service

Describe your business in 10 words or less.

A full-service corporate gift service delivering your message deliciously.

Why did you join The Vancouver Board of Trade?

To expand my network. When I first started my company at 23 years old, my circle of influence was limited. Two decades later, due to my membership in The Vancouver Board of Trade, I am excited to say that we have worked with most of B.C.'s largest companies and organizations.

What motivates you as an entrepreneur?

The full rolodex of people that said I couldn't do it, shouldn't do it, or that I should close the doors when it got rough. And, yep, it got really rough when I first started out.



OWNER: CAROLE MACFADDEN

What keeps you up at night?

My insecurities of having no post-secondary education and that someday everyone will figure it out worries me... Oops, I guess the cat is out of the bag now!

What do you think makes a small business successful?

Our success is a reflection on whether or not we are able to cater to the needs, requirements or whims of our clientele without referring to a governing board or policy manual. We flex with their needs, not our own policies and standard procedures.

What is the most difficult part of owning a small business?

Sometimes everything is entirely up to you, which can be both a wonderful blessing and a daunting curse.

having the guts to take a chance

A successful entrepreneur has an unshakable commitment to execute on plans and achieve goals, seeks continuous learning to improve their leadership style and business results, and never gives up

I believe that a person needs vision, passion, determination, preparation, effort, confidence and to be useful to others.

and not being afraid to fail.

Small Business Month

Make the most of Small Business Month

BY ANTHONY TAYLOR

October 1 marks the beginning of my favourite time of year — Small Business Month!

A time when we get to celebrate the businesses that drive our economy, both locally and across the country.

Throughout the month, there will be many opportunities for you to network and pitch your business to other small business owners and media alike.

With all these opportunities out there, here are eight ways to make the most of it.

Know what you're looking for.

Before you head to your next event, be specific about who you are hoping to meet, whether it's a new client, a new partner, or media outlet.

Know what that person wants, and give it to them.

Your prospect wants a solu-

tion, not a product. A partner wants to benefit just as much as you do. Media want a story, not to advertise for you. Think about what you can do for others, and you'll be more successful in getting what you want.

Plan ahead.

Take an hour to plan your calendar with potential events and opportunities, instead of finding out about events the day of. This will ensure that you use your time wisely and can focus it on your target market. Plus, you'll reduce the risk of missing out on something amazing.

Know what makes you better.

Chances are you have com-

petitors in your industry and they are probably at the same events you are. Come with a clear understanding of what makes you better than your competition and make a point of sharing it when appropriate.

Have fun, but be responsible.

When you're out networking it's easy to get into the spirit of celebration by the bar. Whether you're the CEO or an entry-level employee, you represent your company and its brand. Make sure

that the experience is a positive one, and you present yourself in the best light.

Follow up and follow through.

You are going to meet a lot

of people this month. Be sure to follow up with an email or a phone call to continue the relationship once the dust has settled. Use a CRM like Highrise or Nimble to keep track of your contacts, and to set reminders of when to follow up with them.

Be Social.

There's going to be a lot of great information shared at speaker events throughout the city. Engage and discuss speaker topics with your peers, and share good content through social networks. One of the reasons our small business ecosystem is so strong is because we support each other and spread good ideas.

And finally...

Bring your phone charger with you. Not only do you not want to miss out on a great photo op, but "a friend in need is a friend indeed."



Anthony Taylor

Have a great Small Business Month, everyone!

Anthony Taylor is events chair of The Vancouver Board of Trade's Small Business Council. He's also Principal of SME Strategy - Strategic planning for growing businesses. Learn more at www.smestrategy.net.

New IMBL program ready to launch

BY MARK HOAG

As outlined in the January 2013 edition of *Sounding Board*, one of the top priorities for **The Vancouver Board of Trade** this year was to generate discussion about the need for a mobile or inter-municipal business licence program in Metro Vancouver.

Such a program would allow a business to operate across a number of participating municipalities and regional districts without having to obtain a distinct separate licence in each municipality, reducing costs and red tape for many of our small business members.

We are very pleased to report that — beginning Oct. 1, 2013 — the City of Vancouver along with Burnaby, Delta, New Westminister, Richmond and Surrey will implement the new Metro West Inter-Municipal Business Licence (IMBL).

The new IMBL Pilot Program will streamline the licensing process for construction and trades related businesses and allow them to operate in all of the participating six municipalities with a single license. Prior to this pilot program, businesses such as trade contractors who work in multiple municipalities, had to obtain a business licence from each municipality they worked in. This process is time-consuming, costly and is frequently raised by businesses as a barrier to doing business in the region.

The fee for a Metro West IMBL will be \$250 annually. This is in addition to the home municipality's business licence fee.

The program is available until December 2015, at which time the participating municipalities will collectively review and report back to their respective councils, who will determine whether to continue, change, or expand this program.

There are several IMBL programs already successfully operating in British Columbia including the Capital Region in Victoria, Okanagan-Similkameen and North Shore. Locally, the Fraser Valley and Tri-Cities initiated pilot IMBL programs on Jan. 1, 2013.

From a volume perspective, the current economic activity in the Metro West IMBL is larger than that of other IMBL areas. Therefore, this initiative has the potential to be the largest in B.C., once the program moves beyond the pilot phase.

The Vancouver Board of Trade would like to acknowledge the efforts of the participating municipalities, the **Vancouver Economic Commission**, and other boards of trade and chambers of commerce, along with the Ministry of Jobs, Tourism and Skills Training and our own Small Business Council in working together to help streamline a portion of the regulatory processes and reduce the barriers to doing business in the region.

For more information on the new program visit the City of Vancouver's website at www.vancouver.ca.

Mark Hoag is a Partner with KNV Chartered Accountants and Vice-Chair of The Vancouver Board of Trade's Small Business Council.

The next generation of social entrepreneurs

BCIT School of Business introduces new, highly applied program

BY NATASHA MRKIC-SUBOTIC

Entrepreneurs create new ideas, products and services to satisfy unmet needs.

However, often times being just an entrepreneur isn't enough.

This is where the concept of social entrepreneurship comes in.

What is social entrepreneurship?

It's entrepreneurship that aims to address social needs that are unmet by government or the private sector, in a way that is congruent with market forces. In short, social entrepreneurs work each day to make our world a better place.

For example, in the 1970s Bangladeshi banker, economist and Nobel Peace Prize winner **Muhammad**

Yunus proclaimed that "unleashing of energy and creativity in each human being is the answer to poverty."

And with that, Yunus launched his world-changing venture — a new kind of bank which offered "micro-loans" and the creation of true social value.

What makes a social entrepreneur stand out from ordinary entrepreneurs is their community awareness and social

concern, both of which can create long-term value.

Of course, measuring value is not as simple as calculating ROI. A social entrepreneur must also learn to measure the social value of an activity.

A social entrepreneur can also be an intrapreneur, meaning a person working for an existing for-profit organization, but implementing principles of social value creation in either their work processes or final outcomes. A terrific local example of this concept is **Vancity's** "Make Good Money" campaign.

Recently, **BCIT School of Business** launched a new and highly applied Social Entrepreneurship program, which encourages students to review and develop business plans that assess the likelihood of not just commercial returns, but also social returns.

What students have concluded so far is simple — that doing "good business" is good for your business!

Natasha Mrkic-Subotic is a social entrepreneurship instructor at BCIT School of Business. For more information on the program, visit www.bcit.ca/business.

"What makes social entrepreneurs stand out from ordinary entrepreneurs is their community awareness and social concern, both of which can create long-term value."

'Look at the cannibals'

BY ANDREY SCHMIDT AND
MICHAEL ARMSTRONG

Berkshire Hathaway Inc. (NYSE:BRK.B) director and octogenarian billionaire **Charlie Munger** once advised investors to "look at the cannibals."

Munger used this colourful metaphor to convey that investors should watch companies doing share buybacks for potential investment opportunities. At **Armstrong Schmidt Investment Management**, we like to see companies doing share buybacks in some circumstances. We have noticed that many investors do not understand buybacks, so we are going to explain some of the basics.

Publicly traded companies typically have a large number of shares outstanding that are owned by numerous shareholders. A share buyback happens when a company purchases some of its own shares from its shareholders and cancels them, causing the number of its outstanding shares to decrease.

So why would share buybacks be positive?

Well, they are not *always* positive, but when a mature, finan-

cially strong company buys its own shares at undervalued levels, it will usually benefit shareholders. Since there are fewer shares outstanding after a buyback, the remaining shareholders will typically enjoy higher earnings *on a per share basis*.

In other words, share buybacks can help a company grow its earnings per share and consequently the value of its shares. Also, on the rare occasion when a company can buy back shares below book value, a share buyback can increase book value per share.

We emphasize that the company should be mature and financially strong, and its shares should be undervalued. It may not make sense for an emerging growth company to buy back shares if high-return growth opportunities are consuming all of its available capital. Likewise, it may not make sense for a company in a precarious financial position to buy back shares if this would consume scarce capital.

Also, share buybacks may not benefit shareholders if a company simply buys back the number of shares it grants to employees as annual compensation. And

share buybacks could even harm shareholders if a company pays too much for its own shares, as the funds could be put to better use.

Let's look at some real-world examples of share buybacks. According to a June 2012 **Credit Suisse** study, from 2004-2011, dollar store chain **Dollar Tree Inc.** (NASDAQ:DLTR) purchased nearly 70 million of its own shares at an average price around US\$28. Compared to today's price of US\$54, this buyback program appears to have benefitted shareholders.

The same study reveals that aluminum giant **Alcoa Inc.** (NYSE:AA) purchased around 116 million of its own shares during that time period at an average price around US\$35. Compared to today's price of US\$8, shareholders cannot be pleased.

Let's look at a more current example. **American International Group Inc.** (NYSE:AIG) is a large property and casualty insurer that is still recovering from the 2008-09 financial crisis. On Aug. 1, the company announced it would purchase up to US\$1 billion of its own shares. This looks like a shareholder-



Andrey Schmidt and Michael Armstrong of Armstrong Schmidt Investment Management.

friendly move, as AIG shares were trading around US\$47 at the time, and the company's book value per share was around US\$61. Only time will tell.

Like Munger advises, we "look at the cannibals." We like to see mature, financially strong companies purchase their own shares at seemingly undervalued levels.

On the other hand, those companies that do buybacks in the wrong circumstances are better off going hungry.

Armstrong Schmidt Investment Management provides the full range of investment services to both retail and corporate

clients with a specific focus on discretionary portfolio management. The partnership operates under the corporate umbrella of Raymond James Ltd., one of Canada's leading full-service investment dealers. The views and opinions expressed in this article are those of Armstrong Schmidt Investment Management and not Raymond James Ltd. This article is not a solicitation and is for information purposes only. Raymond James Ltd. is a member of the Canadian Investor Protection Fund. For more information about our services, please visit www.armstrong-schmidt.ca.



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In the swing of things

Photos from the third annual Scotiabank and The Vancouver Board of Trade's Golf Classic

All photos by Jay Shaw Photography

One-hundred and forty-four golfers hit the links at **University Golf Club** on Sept. 19, to take part in the third annual **Scotiabank and The Vancouver Board of Trade Golf Classic**.

The tournament – one of The Vancouver Board of Trade's signature events and key fundraisers – featured a day full of networking, contests, and prizes.

Following a day of golf, the fun continued into the evening, with a buffet dinner, silent and live auctions, and an awards ceremony.

A full photo gallery from this year's tournament is now available on The Vancouver Board of Trade's official Facebook page, at facebook.com/VancouverBoardofTrade.



Vancouver Board of Trade staff show their enthusiasm for a day of fun in the sun.



Three golfers watch quietly, as the fourth member of their group tries to sink a putt.



A foursome celebrates after completing one of the holes at University Golf Club.



The Vancouver Board of Trade



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A golfer tries her luck in the putting contest at Scotiabank and The Vancouver Board of Trade's Golf Classic.



Golfers have a little fun at one of the tournament's eight food stations.



The Vancouver Board of Trade's Chair, Elio Luongo (second from left), poses with his foursome at the first tee.



Golf pro Brad Ewart shows off his skills at RBC Royal Bank's "Pro Takes Your Shot" tee.

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The Vancouver Board of Trade

Energy Forum 2013

Staying Competitive in Changing Global Markets

Tuesday, November 5, 2013

Ian Anderson
President, Kinder Morgan Canada

The Vancouver Board of Trade will be bringing together industry experts, government officials, and First Nations representatives to discuss how British Columbia is positioned to ensure we remain competitive in the global energy markets.

We are pleased to announce that Ian Anderson, President, Kinder Morgan Canada will be providing one of the two keynote addresses. A full lineup will be announced in the coming weeks.

Register today at boardoftrade.com.

boardoftrade.com/events

Port takes action to clean and protect waterways

Port Metro Vancouver has announced a five-year initiative to remove derelict structures and vessels from Fraser River municipalities, in an effort to ensure safer, cleaner recreational boating.

The Fraser River Improvement Initiative targets derelict vessels and structures that pose risk to wildlife or natural habitats, or impede navigational safety on the Fraser River, such as vessels that are sinking or leaking fuel.

As part of the initiative, Port Metro Vancouver will contact owners of abandoned structures or vessels, and where possible, work with them to ensure proper removal.

Port Metro Vancouver is committing approximately \$2 million over five years to the initiative. This also marks the beginning of more rigorous enforcement efforts in order to prevent the problem from reoccurring.

"Port Metro Vancouver is proud to lead this initiative. We believe it's the kind of responsible but tough action municipalities have been looking for from the Port Authority," said **Tom Corsie**, Vice President of Real Estate for Port Metro Vancouver.

"Removal and disposal can be very expensive, so to ensure this program will not become a backstop for irresponsible owners, enforcement will be a critical component of its success."

In addition, Port Metro Vancouver also

announced an innovative program currently in development with the City of Port Moody.

If approved, the Anchor Management Pilot Project will address nuisances that affect municipal waterfronts when recreational boaters drop anchor for extended periods of time without approval or appropriate marine services. It will also help reduce noise from unauthorized private vessels and address concerns about improper waste disposal.

"Port Metro Vancouver holds among its highest values a commitment to keep our waterways clean and safe," said **Peter Xotta**, Vice President of Planning and Operations. "We plan to maintain this commitment by cracking down on anyone whose actions obstruct the navigational and environmental safety of our waterways."

The Anchor Management Pilot Project would be the first of its kind in B.C. The program designates an area where, for a fee, boaters can safely and respectfully anchor their vessels.

It also provides enforcement officials with a place to send those who drop anchor without approval. The program is expected to be in place for the start of the 2014 boating season.

For more information, visit www.port-metrovancouver.com.

The costs of workplace bullying and harassment

JIBC course helps employers comply with new legislation

Recent changes to the Workers Compensation Act (via Bill 14) mean that by Nov. 1, B.C. employers and employees must be ready to actively recognize and address bullying and harassment in the workplace.

Kent Highnam, Manager, Customized Training Solutions with **Justice Institute of British Columbia** (JIBC), developed a new seven-hour, self-paced, online course on the new legislation with subject matter expert **Erica Pinsky**.

Highnam describes the course, *Workplace Bullying: What you need to know*, as a comprehensive introduction to bullying in the workplace with compelling testimonials from individuals who, after being bullied at work, left their jobs as a result.

"The cost of doing nothing translates for employers in obvious ways: increased absenteeism, decreased morale, lowered productivity and increased financial liability," says Highnam.

"In the past a person might leave a workplace and sue for wrongful dismissal. That's still possible, but now, if I'm being bullied and I leave work as a result, and my mental disorder claim is accepted through WorkSafeBC, my former employer could be fined. Their WCB rates could go up, and the entire workplace suffers.

"There's a moral majority in the form of

bystanders," adds Highnam. "If someone is being bullied or harassed, other people usually know about it. Now, bystanders and employers have a moral responsibility to shift the culture."

Highnam says bullying typically comes from a sense of insecurity or an inability to manage a situation. It's about power, and power imbalances aren't always top-down, he notes.

"They can result from different education levels and cultural differences. Physical attraction can be power. A well connected individual or someone with control over key resources in a company can wield power.

"It's likely that we've all been guilty of bullying behaviour at one time or another, but the behavior has to be repetitive and intentional to be classified as bullying."

For more information and registration contact Highnam at 604-528-5615.

Mark your calendar for *The JIBC Foundation Awards for Justice and Public Safety Gala*, presented by Scotiabank, November 28, at the Hyatt Regency Vancouver. Honourees for 2013 are: North Shore Rescue; The Honourable Thomas Braidwood, QC; Eric Harris, QC; and Master Corporal Brent Nolasco, Search and Rescue Technician. Tickets at www.jibc.ca/gala or 604-685-4888.

The Vancouver Board of Trade

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For your generous contributions throughout September



Without your support, our events would not be possible

A sustainable fuel source for business Going green

FortisBC offers renewable natural gas program for businesses looking to reduce carbon footprint

BY JOHN TURNER

FortisBC has been delivering natural gas for years. It's one of the cleanest burning fossil fuels. Now, our customers have the opportunity to use an even cleaner source of energy — renewable natural gas.

Renewable natural gas doesn't come from the ground but from organic waste found in landfills and farms. Typically, methane from these sources is released into the atmosphere as a greenhouse gas.

FortisBC is putting this methane to good use by capturing it, cleaning it to "pipeline quality," and then adding it to our natural gas system — giving customers a local, renewable source of energy.

Currently, FortisBC has two biogas projects in B.C., an anaerobic digester for farm waste in Abbotsford and a facility to capture and clean landfill gas at the Salmon Arm landfill.

This September, we invited

our renewable natural gas subscribers to tour the Fraser Valley Biogas facility in Abbotsford. There, they had the opportunity to learn firsthand how methane gas from agricultural and food processing waste is captured and cleaned.

"Since we use a fair amount of natural gas in the roasting process, signing up for renewable natural gas helps us be as sustainable as possible. And it's the right thing to do," said **Lloyd Bernhardt**, CEO and co-founder of **Ethical Bean Coffee**.

Businesses that sign up for the program pay a 10 per cent premium on their FortisBC bill to have 10 per cent of their natural gas usage designated as renewable natural gas.

FortisBC then injects the equivalent amount of renewable natural gas into the pipeline system.

Businesses choosing this option will also be designated as FortisBC Green Leaders, which provides them with recognition



FortisBC renewable natural gas customers tour the Fraser Valley Biogas facility for first-hand experience of the collection, cleaning and pipeline injection process.

on our website and an opportunity to promote a coupon or offer to FortisBC's customers.

Renewable natural gas is certified as carbon neutral in B.C. by **Offsetters** (Canada's leading provider of carbon-management solutions).

That means all significant greenhouse gas emissions from the product are balanced out by removing or preventing an equivalent amount of emissions

from entering the atmosphere.

Because of this, any FortisBC customer who signs up for it receives a 10 per cent credit on the B.C. carbon tax on their bill.

Businesses can sign up for renewable natural gas by visiting fortisbc.com/rng.

John Turner is the Director of FortisBC's Energy Solutions team, which provides innovative energy solutions to large natural gas customers.

BC Hydro customers make the switch to online billing

A new study concludes that B.C. households are more "green" with their paper use than others in North America when it comes to utility bills.

A recent comparison conducted by **E-Source** indicates that **BC Hydro** has the tenth highest adoption rate for paperless billing among 51 utilities in North America. Province-wide, more than half a million of BC Hydro's 1.7 million residential customers have made the switch by signing up for an online account.

In addition to being environmentally friendly, customers who make the change will find there are many other benefits to creating an online account. For example, customers can monitor their electricity use broken down by the hour, track the cost of their electricity use up to the day before and compare their use to similar homes nearby.

BC Hydro also offers online conservation tips to help customers save energy and save money. To create an online account and switch to online billing, visit bchydro.com/myhydro.

The Vancouver Board of Trade

Welcome to some of our newest members

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Leadership loves company

Encore! Encore!

Vancouver Opera eliminates deficit with back-to-back surpluses

Vancouver Opera achieved a significant operating surplus in 2012-2013, allowing the company to complete recovery from its accumulated deficit of \$831,000 in just two years.

Audited financial statements presented at VO's Annual General Meeting last month reported an operating surplus of \$435,483 for the year ended on June 30, 2013, on a budget of \$10.2-million, bringing the company's accumulated surplus to \$169,354.

"We are very pleased to have finished last season in a solid financial position," said VO's General Director **James W. Wright**. "2012-2013 was very consciously a mix of traditional, new and innovative productions and firmly in line with our strategic plan. It's exciting to see audiences responding so enthusiastically and we are greatly encouraged as we enter Vancouver Opera's 54th season."

"I am grateful for the leadership of our Board of Directors," added Wright. "The Board's support, foresight and collective experience continue to be instrumental in guiding the company through changing trends in the arts."

Vancouver Opera's 2012-2013 mainstage program began with a well received *La bohème*, designed in a classic way with a contemporary audience in mind, followed later in the season by an enhanced remount of the acclaimed First Nations-inspired *The*

Magic Flute.

The company's second-ever production of *The Pirates of Penzance* brought many new faces to the Queen Elizabeth Theatre, and the season closed with the Canadian premiere of *Tan Dun's Tea: A Mirror of Soul*, an unusual production that fused eastern myth and western opera to reach a new and diverse generation of Vancouverites.

VO's annual major fundraising event, OVERTURE, once again set the standard for glittering galas with an extremely successful evening featuring headlining artist **k.d. lang**.

In May 2013, Vancouver Opera hosted more than 100 companies from across North America for the annual OPERA America conference and Opera.ca colloquium. Delegates from all areas of the industry, as well from local arts organizations were in attendance, allowing collaboration and a chance to put The O'Brian Centre for Vancouver Opera in the spotlight.

Elsewhere in the community, VO continued its practise of offering free dress rehearsal tickets to residents of Vancouver's Downtown Eastside at the Carnegie Community Centre. The 2012-2013 season was sponsored by **Goldcorp Inc.**, in the first of a three-season sponsorship.

For more on Vancouver Opera's 2013-2014 season, or its new board of directors, visit www.vancouveropera.ca.

Non-fiction takes centre stage at Vancouver Writers Fest

The cultural oasis of Granville Island has been home to the **Vancouver Writers Fest** for 26 years. Events with one hundred writers from around the world for readers of all ages — interviews, discussions, readings, book signings and performances — take place in intimate venues scattered around the island.

This year the Festival is branching out to UBC's Frederic Wood Theatre, with a non-fiction mini-series featuring some of the most important non-fiction books of the year.

The authors appearing in the series have written insightful, timely and cogent books. *Fast Food Nation* author **Eric Schlosser's** new book *Command and Control* is an illuminating investigation of the risks associated with nuclear weapons and the near misses that don't make the news.

The troubled state of the American union is the theme for esteemed *New Yorker* contributor **George Packer's** lyrical requiem *The Unwinding*, told through the lives of several ordinary Americans.

Alan Weisman's *New York Times* best-seller, *The World Without Us*, imagined what the world would be like if humans were no longer around with our large and crushing footprint. His new book, *Countdown* is a comprehensive and

urgent exploration of how the world can survive with us.

Non-fiction events are also part of festival events on Granville Island. Think you know the story of *The Last Supper*, **Leonardo da Vinci's** famous painting? **Ross King's** *Leonardo and the Last Supper* dispels many of the myths that surround this monumental work and presents an original and riveting account of the creation of a masterpiece.

Amanda Lindhout was a freelance journalist when she was kidnapped and held captive for 15 months in Somalia. Her memoir, *A House in the Sky*, is an intimate and harrowing account of her captivity, and ultimately a story about the power of compassion and forgiveness.

Post-festival, the VWF will present a special event on Nov. 21 with U.K. author **Jung Chang**.

The best-selling author of the books *Wild Swans: Three Daughters of China* and *Mao: The Unknown Story* talks about her groundbreaking new biography, *Empress Dowager Cixi*.

The Vancouver Writers Fest takes place on Granville Island, Frederic Wood Theatre, and the Stanley Industrial Alliance Stage from Oct. 22 to 27.

For more information on the festival, visit www.writersfest.bc.ca.



The Vancouver Board of Trade

After the Quake: How to Keep your Business Moving

Thursday, October 17, 2013 The Fairmont Pacific Rim
11:45 a.m. – 2 p.m.



Steve Yendall

Vice President, Western Region,
RSA Insurance

RSA Insurance is one of the few insurance providers in Canada to have experience in managing the aftermath, recovery, and rebuilding following a large earthquake.

Join Steve Yendall and discover how to keep your business afloat after an earthquake.

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Partnerships: Good for business *and* the community

BY JILL SCHNARR AND
MARGARET MCNEIL

Corporate social responsibility has moved far beyond corporate philanthropy — simply writing a cheque and moving on just doesn't cut it anymore. We have entered an era where socially responsible consumerism has gone mainstream. Companies are looking beyond providing exceptional service and innovative products — today's customer wants to do business with companies they know are stepping up and doing their part to help build stronger communities.

The partnership between our two organizations, **TELUS** and **Canuck Place Children's Hospice**, is an example of how strong community relationships can help make that a reality.

Believing that in order to do well in business they must first do good in the communities where they live work and serve, TELUS is continually striving to be a leading corporate citizen, balancing the company's economic health with the social and environmental well-being of the communities where it operates.

Canuck Place Children's Hospice is B.C.'s provider of pediatric palliative care. As the first pediatric hospice in North America opening in 1995, and now, one of only six in Canada, Canuck Place provides respite and family support, pain and symptom management, 24-hour province-wide phone consultation and in-house clinical care, art and education, recreation

therapy, grief and loss counselling including music and play therapy, and end-of-life care. Since its beginnings, it has always relied on significant donor support to provide services 24/7 to children and their families, at no charge. TELUS has been a partner of Canuck Place since its inception.

In an increasingly competitive charitable world, Canuck Place and other not-for-profits are broadening their strategies to find points of alignment with organizations seeking to partner employee giving and volunteerism, cause marketing, technology, corporate giving and sponsorship with community needs.

TELUS takes a community-based approach, building partnerships with organizations that align with values and interests of its customers and team members to ensure relationships built over time are sustainable and provide benefit to both partners.

Each year, Canuck Place raises 80 per cent of its annual \$9.7-million operating budget. With the addition of a second hospice in Abbotsford, opening in early 2014, the need for strong and sustaining corporate partnerships to provide services for more children and families throughout BC grows. Canuck Place estimates it is meeting about 20 per cent of the Province's need for pediatric palliative care at this time, and the new facility will allow Canuck Place to expand the critical care. Both TELUS and Canuck Place provide services throughout B.C.,

and this provincial presence is another reason the partnership works for both.

The benefits to both organizations are clear and TELUS' we give where we live philosophy resonates through a variety of support initiatives.

By engaging the community, its customers and its employees through donations, volunteer opportunities and cause marketing campaigns, TELUS achieves brand differentiation in a competitive marketplace.

Since 1995, TELUS has invested more than \$2 million in the well-being of children with life-threatening illnesses and families from across B.C. through their commitment to Canuck Place. In addition, 2013 marks the ninth consecutive year for the Canuck Place Gift of Time Gala, presented by TELUS.

Not for profits need this consistency in their corporate partners, in order to assure continued support in order to operate and provide the services needed in the community.

To support Canuck Place's expansion in the Fraser Valley, TELUS initiated a cause marketing program to support the \$13-million capital campaign. TELUS gave a \$100 gift in the name of every new Optik TV customer in Abbotsford, ultimately contributing \$225,000 to the new hospice which will double patient beds, family rooms and Canuck Place's capacity to care for children and their families. This initiative enabled TELUS' customers to participate in funding an impor-



Jill Schnarr



Margaret McNeil

tant organization in their own community.

Beyond financial support, TELUS engages its team members to give back through the Team TELUS Charitable Giving program. By enabling team members and retirees to give to causes they are passionate about, TELUS provides a positive work culture and strengthens their reputation as an employer of choice. Through the employee giving program, TELUS matches employee donations (up to \$2,500) to the causes they care about. Since 2000, this has resulted in a further \$192,118 donated to Canuck Place.

Moreover, many TELUS team members and retirees continue to donate hundreds of volunteer hours to the hospice, including maintaining the Canuck Place gardens as part of their annual TELUS Day of Giving.

The partnership of Canuck Place and TELUS is more than

merely financial. TELUS' support reduces the not-for-profit's operating costs by providing volunteer support, assisting with its ability to fundraiser and, importantly, helping to raise the profile of the organization and awareness for the essential work it does.

Ultimately, this is the most significant aspect of the relationship. Greater visibility for both the cause of Canuck Place and the TELUS brand ensures the organizations, and the partnership itself, are sustainable for the long-term. This is good for business, and good for children and families in need and the greater community.

Jill Schnarr is Vice-President, Community Affairs, TELUS and Chair, Women's Leadership Circle Advisory Council. Margaret McNeil is Chief Executive Officer, Canuck Place Children's Hospice and a member of the Women's Leadership Circle Advisory Council.

Connect with the connectors

BY JUDY THOMSON

Exciting changes have been happening for **The Vancouver Board of Trade's Women's Leadership Circle**, including the introduction of our new chair, **Jill Schnarr**.

Jill is an awesome community leader (vice-president community affairs, **TELUS**) with one of the most community-engaged organizations in Canada. Joining Jill, and the other members of the WLC Advisory

Council, are thirteen new advisory council members with expertise from television broadcasting to public policy to brand strategy, just to name a few.

In the coming months, they'll be working on delivering new women's leadership events, sharing their knowledge in articles, and attending events where you'll get a chance to meet them face-to-face. And, this is just the "newbies" brain trust that we have been lucky enough to add to our WLC team!

We have thirteen other outstanding members of the WLC Advisory Council, and six emeritus members.

Whether you are an entrepreneur, business professional, work in the education or government sectors, or involved with a not for profit, we know you will benefit from connecting with these men and women business leaders.

So, join a WLC-hosted table at an upcoming Vancouver Board of Trade event, attend a WLC reception, or come to one of

the upcoming WLC Morning Leader programs. Members of our advisory council will be there and would love to meet you.

To learn more about our WLC Advisory Council, go to our website at www.boardoftrade.com/wlc. There is a photo of each member along with a link to their LinkedIn page.

Judy Thomson, CA, is Chief Operating Officer, Shepa Learning Company and an Emeritus Member of the WLC Advisory Council.



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