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SOUNDING BOARD

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

“The B.C. government has a goal to make B.C. the most small-business friendly jurisdiction in Canada.” Minister Naomi Yamamoto, pg. 7

OCTOBER 2014 • VOLUME 54 • NUMBER 9

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Premier outlines economic plan

700 B.C. business leaders flock to Premier Christy Clark's Vancouver Board of Trade address

BY GREG HOEKSTRA

No topic was off limits when Premier **Christy Clark** gave her highly anticipated economic update to 700 members of **The Vancouver Board of Trade** on Oct. 2.

In her keynote, Clark addressed everything from the recently resolved teachers strike to the Mount Polley mining spill, land-title rights for B.C.'s First Nations, inter-provincial trade barriers, and the need to reform Canada's Temporary Foreign Worker Program.

Clark also reaffirmed that her government plans to move forward on building B.C.'s LNG industry and setting world-leading standards. In addition, Clark noted that she will be leading a trade mission to India this month



Premier Christy Clark speaks to B.C. business leaders at The Vancouver Board of Trade on Oct. 2, 2014. **Sara Borck Photography**

to expand ties with one of the world's fastest-growing economies — with a goal of replicating B.C.'s successful trade relationships with China.

“Expanding ties with the growing economies of Asia is the key to our future prosperity,” said Clark. “Right now, our exports to India are worth \$468 million. After a decade of building our relationship, B.C.'s exports China

are worth \$5.7 billion. It's a proven track record...we're going to walk down the same path with India.”

In the year to come, Clark said her government's *BC Jobs Plan* will focus on four specific areas: small business, manufacturing, First Nations, and international trade. She highlighted the new LNG-Buy BC Program as a key example of how the government can connect B.C. businesses with companies

from across the globe.

“There is a lot of hard work to be done, but that's okay. None of you got here because you shied away from hard work. Let's have the courage to stand up, stand together, and get the job done,” said Clark.

Watch video from Premier Clark's address to The Vancouver Board of Trade at youtube.com/theboardoftrade.

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Learning to profit from partnership

New BCIT President speaks to local business leaders Nov. 19 at VBOT

BCIT's new President, **Kathy Kinloch**, will make her first on-stage appearance at **The Vancouver Board of Trade** on Nov. 19, in a special event presented by the **BCIT School of Business**.

Kinloch will host a panel of exemplary business leaders who will share how their partnerships with the school have led to bigger profits, better retention of employees, and new processes that helped their companies run more efficiently.

The panel will cover everything from business consulting, training, and commercialization, and will explore how partnering with post-secondary institutions can empower a company's human capital, drive productivity, and increase profit.

Find out how your business could profit from engaging in similar opportunities. Organizations of all sizes, from start-ups to large-scale operations, can

benefit from attending.

Kinloch joined BCIT in January 2014 as the school's first female president. She joins the institute at a key moment in BCIT's history, as it celebrates its 50th anniversary and launches a new strategic direction.

Kinloch's mandate is to equip the organization for the next 50 years by broadening and deepening BCIT's impact with business, industry and community and create a flexible, dynamic,

student-centered institution.

Her first order of business was to establish the Motive Power Centre of Excellence on Annacis Island. This collaborative teaching centre, will train and graduate students for the many industries identified as a priority for B.C., including mining, oil and gas, shipbuilding, aerospace and LNG.

Tickets for this event are on sale now at boardoftrade.com/events.



Kathy Kinloch, President, BCIT

EVENTS CALENDAR UPDATE

See our full events calendar at boardoftrade.com/events

WEDNESDAY, OCTOBER 15, 2014

Mayoral Candidate: Kirk LaPointe, Non-Partisan Association (NPA)

7:15 – 9:30 a.m.

Moderator: Gary Mason, National Affairs Columnist, The Globe and Mail

The Fairmont Hotel Vancouver — Pacific Ballroom

900 West Georgia Street

Media Partner: The Globe and Mail

THURSDAY, OCTOBER 16, 2014

Small Business is Big Business in B.C.

8 – 10 a.m.

The Honourable Naomi Yamamoto, Minister of State for Tourism and Small Business, Province of British Columbia

Terry Tarle, CEO, AXYS Technologies Inc.

Ian Tostenson, President and CEO, BC Restaurant and Food Services Association

MJ Whitmarsh, CEO, Whitmarsh Enterprises Inc.

Moderator: Wendy Lisogar-Cocchia, Owner and CEO, Century Plaza Hotel and Absolute Spa Group

The Fairmont Waterfront — MacKenzie Room

900 Canada Place Way

Presenting Sponsor: Bell

Media Partner: The Globe and Mail

FRIDAY, OCTOBER 17, 2014

Why can't we afford to live in our own city?: Local Solutions to Vancouver's Affordability Gap

7:15 – 10 a.m.

Breakfast Keynote: Dr. Daniel Muzyka, President and CEO, The Conference Board of Canada

Robert Fung, President, The Salient Group

Rob Macdonald, Owner and President, Macdonald Development Corporation

Cameron Muir, Chief Economist, British Columbia Real Estate Association

Bob Ransford, Communications Consultant and Urban Designer, COUNTERPOINT Communications

Jon Stovell, President and CEO, Reliance Properties

Moderator: Anne McMullin, President and CEO, Urban Development Institute

Vancouver Marriott Pinnacle — Pinnacle Ballroom

1128 West Hastings Street

Community Sponsor: Real Estate Board of Greater Vancouver

Marketing Partner: Vancouver Real Estate Leasing Conference

TUESDAY, OCTOBER 21, 2014

Mayoral Candidate: Mayor Gregor Robertson, Vision Vancouver

7:15 – 9:30 a.m.

Moderator: Gary Mason, National Affairs Columnist, The Globe and Mail

The Fairmont Hotel Vancouver — Pacific Ballroom

900 West Georgia Street

Media Partner: The Globe and Mail

TUESDAY, OCTOBER 21, 2014

Company of Young Professionals Leadership Cafe

5:30 – 8 p.m.

Michael McKnight, President and CEO of the United Way Lower Mainland

Event Sponsor: United Way Lower Mainland

WEDNESDAY, OCTOBER 22, 2014

YVR: Redefining B.C.'s Aviation Hub

11:30 a.m. – 2 p.m.

Craig Richmond, President and CEO, Vancouver Airport Authority

The Fairmont Hotel Vancouver — BC Ballroom

900 West Georgia Street

Presenting Sponsors: Stantec, CIBC

Supporting Sponsors:

PCL Construction Leaders,

Ledcor Group

Community Sponsor: Kasian

Seizing global opportunities

Air Canada chief returns to Vancouver next month for Board of Trade address

Asia and the Pacific region are two of the fastest growing markets for air travel in the world. This represents a tremendous opportunity for **Air Canada** and, given its strategic position as a North American gateway, Vancouver.

Come hear President and CEO **Calin Rovinescu** describe how Air Canada is transforming itself to capture a greater share of global traffic flows especially from Asia and the Pacific and is making significant investments in aircraft, product, technology and routes.

In his second annual address to **The Vancouver Board of Trade**, Rovinescu will also outline other ways Vancouver is benefitting from a revitalized Air Canada, notably expanding Air Canada Rouge service.

Air Canada is Canada's largest airline, serving more than 180 destinations on five continents. It is among the world's 20 largest airlines with more than 35 million customers a year. It is the only international network carrier in North America to receive a four-star ranking from the independent research firm **Skytrax**, which in 2014 ranked Air Canada Best Airline in North America for the fifth consecutive year.

Rovinescu was appointed President and CEO of the company in 2009. He serves as chairman of the **Star Alliance** chief executive board (CEB), the controlling body



Calin Rovinescu, President and CEO, Air Canada

of the Alliance with each of the 27 member airlines represented by their respective CEO, a role he was elected to in November 2012. The CEB provides the overall strategic direction of the Alliance, approves the appropriate funding and votes on the admittance of new member airlines.

He also serves as a member of the board of governors of the **International Air Transport Association (IATA)**, and was elected as chair effective June 2014.

For more information on this event, or to purchase your "boarding pass," visit boardoftrade.com/events.

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VBOT flies the flag on the East Coast

Two public policy resolutions adopted unanimously at Canadian Chamber of Commerce AGM in PEI

BY GREG HOEKSTRA

The Vancouver Board of Trade made a big splash on the East Coast in late September, successfully advocating for two public policy resolutions to be adopted nationally at the **Canadian Chamber of Commerce's** Annual General Meeting in Charlottetown, PEI.

Iain Black, The Vancouver Board of Trade's President and CEO, and **Rob MacKay-Dunn**, Director of Public Policy, both attended the weekend-long AGM, alongside 300 delegates from chambers of commerce across the country. Together, the pair advocated on behalf of the organization's two policy resolutions, making such a convincing case that both were passed unopposed.

Internal trade barriers

The first resolution, which The Vancouver Board of Trade co-sponsored alongside the **London Chamber of Commerce**, recommends four steps the federal government should take to break down barriers to trade between Canadian provinces.

The resolution argues that differing rules, regulations, licensing requirements and regional programs across Canada's provinces are costing our national economy upwards of \$20 billion per year.

For example, food safety regulations vary across the country and provinces have separate marketing boards for dairy and poultry, which can result in products from one province being banned from the supermarket shelves of another.

The transportation sector also faces differing provincial regulations, as tires sizes and safety regulations for commercial trucks hauling large or dangerous goods are not harmonized across Canada, notes the resolution.

Canada also lacks a single securities regulator and some barriers to labour mobility still exist. The myriad of differing regulations that exist across the country make Canada a complex market to do business with, and add to the cost of doing business.

All of this was made very clear to members of The Vancouver Board of Trade during a keynote address by Canada's Minister of Industry, **James Moore**, in mid-

September (see page 6 for more).

Canadian Chamber delegates voted unanimously to support the resolution, calling on Ottawa to continue to pursue trade liberalizing agreements with other Canadian jurisdictions and to conduct a full review and renegotiation of the Agreement on International Trade, with a view to establishing a new pan-Canadian agreement to further eliminate barriers to trade, investment and labour mobility.

APEC Business Travel Card

The second resolution The Vancouver Board of Trade brought to the table was one that urges the federal government to adopt in full the APEC Business Travel Card, which helps facilitate foreign business travel to Canada, and allows Canadian businesses to access Asia-Pacific markets more easily.

As the resolution notes, Canada made some positive progress in 2013 when the federal government approved a pilot project of the APEC business travel card program. However, the pilot has a number of restrictions, which have limited the effectiveness of

the program and led to it being underutilized.

To remedy this, The Vancouver Board of Trade is calling on the federal government to follow the lead of Australia, a country that has fully embraced the program and aggressively pursued access for business travellers.

"The Australian model of implementing the ABTC is a huge success—businesses have benefited from increased access to APEC markets," reads the resolution. "In 2014, it renewed and simplified its approach to the ABTC to validate employees and corporations in a simplified process to allow new members to join."

Accountability of Canada's EI Commission

In addition to The Vancouver Board of Trade's two resolutions, Black also passionately spoke in favour of a resolution presented by the **Edmonton Chamber of Commerce** regarding accountability of the Canadian Employment Insurance Commission.

Black backed the resolution, which argues that the Employ-

ment Insurance program, in its current form and without appropriate business representation, is not fully meeting the needs of the primary contributors to its funding, the businesses and employers in Canada.

Instead, the EI program contributes to persistent barriers impeding labour market mobility in Canada from jurisdictions with high unemployment to jurisdictions with high demand for labour.

Although the resolution was not originally supported by the Canadian Chamber's Human Resources Policy Committee, Black helped successfully sway delegates to support the resolution, which calls on Ottawa to change the composition of the EI commission (to better represent business interests) and to form an "Employers Council" with an appointed employer representative from each province and territory sitting on the council to elect the employer representatives to the Canadian Employment Insurance Commission.

All three policy resolutions mentioned in this article can be read online at chamber.ca/advocacy.



The Vancouver Board of Trade

Why can't we afford to live in our own city?: Local Solutions to Vancouver's Affordability Gap

Friday, October 17, 2014 | 7:15 – 10 a.m.



KEYNOTE SPEAKER

Dr. Daniel Muzyka
President and CEO,
The Conference Board of Canada

PANELLISTS

Robert Fung, President, The Salient Group
Rob Macdonald, Owner and President,
Macdonald Development Corporation
Cameron Muir, Chief Economist,
British Columbia Real Estate Association
Bob Ransford, Communications Consultant
and Urban Designer, COUNTERPOINT Communications
Jon Stovell, President and CEO, Reliance Properties

MODERATOR:

Anne McMullin, President and CEO, Urban
Development Institute

Vancouver's pricey housing market is proving virtually impossible for the average person, especially for younger Vancouverites who are being forced to leave their hometown — and there doesn't appear to be any end in sight to Vancouver's sky-high housing prices.

What's the solution and how can Vancouver become affordable again to those that call this city home?

The Vancouver Board of Trade's annual Real Estate Panel will deliberate on everything from the impact of foreign ownership to determining the right time to sell your real estate nest egg and provide some made-in-Vancouver affordability solutions.

Community Sponsor:



SOUNDING BOARD

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EDITOR: Greg Hoekstra, 604-640-5450

AD SALES: Katherine Butler, 604-608-5158

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.

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It's all about you

BY JANET AUSTIN

"So, what does The Vancouver Board of Trade do?"

That's a question I've been asked a few times since beginning my term as Chair of The Vancouver Board of Trade – usually by those who aren't involved in the business community.

Truth be told, the first time someone asked me, I wasn't entirely sure how to answer. After all, there's any number of answers that I *could* respond with, depending on how you look at The Vancouver Board of Trade.

For example, I *could* say that we host more than 100 events each year, bringing some of North America's top political figures and business icons to Vancouver to speak to our Members.

I *could* say that we are the voice of business in Greater Vancouver, and that we speak to government to make sure that they are working in the best interest of our Members.

I *could* say that we operate the most popular mentorship program in Canada, which pairs post-secondary students with our Members. Or that we publish a monthly business newspaper with news about our Members. Or that we have a benefits program that saves our Members hundreds – sometimes thousands – of dollars each year.

The truth is, we do *a lot* at The Vancouver Board of Trade. But the common theme that runs through all of those potential answers is: *our Members*.

So, when asked what we do, that is typically my answer. We're a business organization that is dedicated to bringing value to our Members, in everything that we do.

Premier takes centre stage

October promises to be another busy month for The Vancouver Board of Trade, with a number of high-profile political events on the immediate horizon.

As you'll read on the cover of this month's *Sounding Board*, our organization was honoured to host Premier **Christy Clark** on Oct. 2 for a keynote on the state of B.C.'s economy. Seven hundred

Members filled two ballrooms at the Vancouver Convention Centre to hear Premier Clark's plan for key industries such as mining and LNG. (See page 1 for more details).

Mayoral Candidates on deck

In mid-October, The Vancouver Board of Trade will also host the two leading Mayoral Candidates, for a pair of frank discussions in front of our city's business leaders.

Kirk LaPointe, Mayoral Candidate for the **Non-Partisan Association**, will speak to our Members on Oct. 15, in a discussion moderated by **Gary Mason**, National Affairs Columnist for *The Globe and Mail*. Six days later, on Oct. 21, current **Mayor Gregor Robertson** will then take part in a nearly identical breakfast discussion, also moderated by Mason.

These important events will give our Members the opportunity to hear directly from two leading Mayoral Candidates – in a casual, non-debate setting – as they share highlights from their election platform, their personal priorities, and reasons why they feel they are best suited to lead our city for the next four years.

The events will also be particularly timely, given their close proximity to our Oct. 17 real estate panel discussion, entitled "Why can't we afford to live in our own city?: Local Solutions to Vancouver's Affordability Gap." (Something tells me that housing affordability will be one of Mason's questions for the two candidates).

Elevating women to success

One other event I must tell you about is "B.C. Economic Forum: Women as a catalyst for economic growth" on Oct. 24.

This content-rich, full-day forum *sold out* nearly one month in advance, and might be one of the most comprehensive events ever held on women and leadership in B.C. The uniquely formatted event will have participants actively contributing throughout the day via small facilitated group discussions. At the end of the forum, an Action Plan will be generated, with clear steps on how B.C. can grow the number of women in leadership positions, in small



Janet Austin, 2014-15 Chair,
The Vancouver Board of Trade

business, and in non-traditional/emerging sectors.

I am personally so proud of The Vancouver Board of Trade's **Women's Leadership Circle** (WLC) for leading the charge on this ambitious event, in collaboration with the **Web Alliance of Women's Business Networks**. Women continue to be a growing part of our Membership ranks, and we are working hard to engage and respond to their interests through events such as this forum and other WLC programming.

An advocacy win

Finally, I would like to congratulate our President and CEO, **Iain Black**, and our Director of Public Policy, **Rob MacKay-Dunn**, on their recent advocacy success at the Canadian Chamber of Commerce AGM in Charlottetown, PEI.

On behalf of our Members, the pair flew across the country and spoke passionately about The Vancouver Board of Trade's two policy resolutions – the first which called for an expansion of the APEC business travel card program (which benefits many of our Members here in B.C.), and the second which calls for the elimination of inter-provincial trade barriers (which hurt our Members in industries such as transportation, manufacturing, agriculture, and wine).

Both policy resolutions were passed unopposed, and are now official policy for all chambers of commerce across the country. Yet another huge win for The Vancouver Board of Trade and *our Members*.

Janet Austin is 2014-15 Chair of The Vancouver Board of Trade and CEO of YWCA Metro Vancouver.

Dialogues with the Dalai Lama

The Dalai Lama will visit Vancouver later this month, in an effort to engage and inspire prominent thought leaders to "be the village" and support the healthy social and emotional development of children.

During the event, the Dalai Lama will be joined on stage by five local leaders, including **The Vancouver**

Board of Trade's Chair **Janet Austin** (CEO of **YWCA Metro Vancouver**) and Vice-Chair **Tamara Vrooman** (President and CEO of **Vancity**).

The event takes place Oct. 21 at the Vancouver Convention Centre East. For more information, or to purchase tickets, visit dalailamacenter.org.

YVR: The Hub, Reimagined

Craig Richmond shares his bold vision to grow our airport and connect Vancouver to the world

BY CRAIG RICHMOND

At the opening of the airport in 1931, YVR was described as the “hub of the world’s air trails.”

Looking at our aviation hub in 2014 what would people in 1931 think? And how can we reimagine YVR’s future as a hub?

In the first half of 2014 alone, YVR welcomed new planes and new airlines at an average rate of one per month. From the first Dreamliner to set down on our runway to an aircraft towed to the gate by Vikings to celebrate **Icelandair’s** inaugural, we’ve had lots to celebrate.

We are experiencing a growth spurt to rival the early days of YVR, when skies had just opened with the United States and dozens of new destinations became possible. In fact, we may well surpass welcoming 19 million passengers by the end of this calendar year.

With this much opportunity comes challenge in equal measure. In the ever-competitive business of airports, we will have to hustle to maintain and grow our traffic, to keep exceeding customers’ expect-



Craig Richmond, President and CEO, Vancouver Airport Authority

the continent as part of our Innovative Travel Solutions.

Excellence in customer care is another essential element of the hub of the future. We are both proud of and humbled by our fifth consecutive win for Best Airport in North America, as voted by 12 million passengers worldwide. Achieving that elusive sixth win as we reach the top of our size category is going to require the care and attention of the tens of thousands of employees who call YVR their workplace. We have to continue to earn it, through feet on the floor, multi-language support and a terminal that is accessible to all.

Underpinning the reimagined hub is sustainability, which takes many forms at YVR. From our community-based leadership team to our summer festival series that visited more than 20 community events this past summer, sustainability is imbued in all of our initiatives. And one of the most profound ways in which YVR can be a hub of sustainability is by continuing to grow air service to our city and province, to generate

jobs and economic impact. After all, that’s our mandate.

I’ve talked at length about jobs since joining YVR as CEO. And you have probably heard the statistic

“We will have to hustle to maintain and grow our traffic, to keep exceeding customers’ expectations and to think imaginatively about the hub we want YVR to be.”

that every new direct, international flight generates hundreds of local jobs. But that number only tells part of the story; visitors aboard a daily flight land here in our city, take taxis, stay in hotels, shop and dine out. And the next day, another full aircraft lands, with hundreds more travellers ready to enjoy the same activities. The cumulative impact is incredible.

This is all great news, but our job as airport leaders is to retain

an underdog spirit as we seek out the next opportunity. What’s the secret sauce — or rocket-assisted take-off, for us aviation types — that will take our business and our shared economy up a tier or two?

The answer is complex, with many variables, but essentially comes down to connections. In the future, if YVR can capture even a moderate number of flights connecting between two of the world’s fastest-growing economic regions - Asia and South America — we will see our reimagined hub come to life at YVR, with millions more passengers and many more destinations for our travellers.

These wheels are in motion. We are making progress that is essential to our growth as a great transit hub, proudly connecting Vancouver, British Columbia to the world — as “the hub of the world’s air trails.”

Craig Richmond is President and CEO of Vancouver Airport Authority, a role he assumed on July 1, 2013. On Oct. 22, Richmond will deliver his second address to The Vancouver Board of Trade. Get tickets at boardoftrade.com/events.



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'It's time for free and open trade in Canada'

Federal Industry Minister James Moore makes push to reform Agreement on Internal Trade

Canada's Minister of Industry, **James Moore**, spoke to The Vancouver Board of Trade Sept. 5 about the federal government's commitment to break down internal trade barriers that harm the national economy and hurt Canadian businesses, workers and consumers.

During the address, Moore outlined One Canada, One National Economy: Modernizing Internal Trade in Canada, the federal proposal for modernizing the current Agreement on Internal Trade (AIT).

The proposal puts forward options for enhancing trade within Canada and was developed following Moore's recent national dialogue with Canadian businesses, workers, and consumers, where he heard first-hand how these barriers impede trade and deter competition in our national economy.

"We have too many barriers to commerce, trade, mobility and growth within Canada," said Moore. "For example, try driving a transport truck across this country and you'll soon discover what the problem is. Provinces have dif-

ferent rules on truck weights and dimensions and various requirements for sizes of tires. Fuels are different in every province in this country. We are the second largest country in the world in size. We try to do commerce all across this country, and yet we don't have basic transportation standards harmonized across Canada."

Moore said that eliminating internal trade barriers would create jobs and boost economic growth by helping to move goods and services more freely across Canada.

Moore noted that Canadian premiers agreed at the recent Council of the Federation meeting to the comprehensive renewal of the AIT. He said Ottawa will continue to work with the provinces and territories to reform the AIT, bringing it in line with the current global economic reality.

"The meeting of the Council of the Federation yielded positive news on our efforts for more free trade within Canada," said Moore. "In particular, the news that the provinces agreed in principle to expand and modernize free trade more broadly within Canada is encouraging."



James Moore, Canada's Minister of Industry, speaks to B.C. business leaders at The Vancouver Board of Trade on Sept. 5, 2014, about internal trade barriers. Photo by Pablo Su

Moore said that when the AIT came into effect nearly 20 years ago, Canada had concluded trade agreements with only two countries. Today, our country has agreements in force or being finalized with 43 other nations, giving Canadian businesses preferential access to over 1.1 billion consumers worldwide. However, nearly 40 per cent of Canada's trade still occurs within its borders, he noted.

The government's proposal includes two potential paths for

federal, provincial and territorial partners to advance a modern internal trade framework, said Moore. The first option is targeted reform that addresses priority areas of concern. The second is a complete redesign of the AIT, to bring it in line with recent international trade agreements.

"The job of Confederation is not done. Uniting this country politically, socially and economically is not done," said Moore. "What's next is, as we go forward to 2017 and Canada's 150th birthday, that

we actually do cement these ties, that these ties actually do matter and do get realized, and that we are creating jobs in every part of this country."

Iain Black, President and CEO of **The Vancouver Board of Trade**, said the organization "strongly supports" the federal government's goal of eliminating barriers to internal trade.

"This is an issue that affects many of our 5,000 business members across B.C. — including the transportation sector, agriculture, and our world-renowned wineries. Under current regulations, it's easier for some B.C. companies to do business with Alabama than with Alberta," said Black.

In fact, in late September, The Vancouver Board of Trade took this issue to the **Canadian Chamber of Commerce** AGM in Charlottetown, PEI, where it successfully advocated for this issue to become national policy for business organizations across the country.

For more information on that policy resolution and the Canadian Chamber of Commerce AGM, see page 3.



The Vancouver Board of Trade

Profit from Partnership: Benefiting your business

Wednesday, November 19, 2014 | 11:30 a.m. – 2 p.m.



Kathy Kinloch

President, British Columbia Institute of Technology

BCIT's new President Kathy Kinloch will host a panel of business leaders who will share how their partnerships led to bigger profits, better retention of employees, and new processes that helped their companies run more efficiently.

Find out how your business could profit from engaging in similar opportunities. Organizations of all sizes from start-up to large scale operations can benefit from attending this informative session.

Additional speakers to be announced soon...

Presenting Sponsor:



boardoftrade.com/events

Grand Villa Casino doubles down on sustainability

BY SCOTT GRAMM

The **Grand Villa Casino** in Burnaby is becoming more sustainable — with the help of **FortisBC**. Grand Villa's management has reduced the carbon footprint of the casino and has become a sustainability leader in the hospitality industry.

The 200-room hotel and casino with 12,000 square feet of conference space recently made several energy saving upgrades as well.

New low-flow faucet aerators and a high-efficiency natural gas fryer and convection oven helped **Gateway Casinos & Entertainment** reduce its energy use. But according to the casino's energy manager **Jeff Lee**, the upgraded heating and cooling system — funded in part with a rebate from FortisBC — had the biggest impact.

All of these upgrades helped Gateway lower its utility bills, freeing up room in its energy budget. Instead of cashing out, the casino reinvested its winnings into renewable natural gas, a carbon neutral natural gas offering from FortisBC.

Renewable natural gas — or biometh-

ane — is created by breaking down organic waste from sources such as landfill sites, agriculture waste and wastewater from treatment facilities. Once processed, FortisBC injects the biomethane directly into our gas transmission system.

The casino is now the first in Canada to use carbon neutral renewable natural gas.

As of last month, customers can choose the blend of conventional and renewable natural gas they purchase from FortisBC, from as little as five to 100 per cent. This is a first for utilities in North America and an expansion of our previous program, which limited customers to only 10 per cent.

FortisBC works closely with businesses of all sizes, encouraging them to enroll in renewable natural gas. By doing so, they'll be designated a Green Leader. In addition to reducing their carbon footprint, businesses will also receive recognition on the FortisBC website as well as social media opportunities.

To learn more, visit fortisbc.com/rng.

Scott Gramm is FortisBC's Manager of Renewable Energy and Mid-size Commercial Accounts.



Scott Gramm

CN recognized as a world sustainability leader

CN's sustainability practices have earned the company a place on the Dow Jones Sustainability World Index (DJSI) for the third consecutive year — and the sixth consecutive year it has been listed on the DJSI North America Index.

The DJSI follows a best-in-class approach, surveying sustainability leaders from each industry on a global and regional level. The annual review of the DJSI family is based on a thorough analysis of economic, environmental and social performance, assessing issues such as corporate governance, risk management, climate change mitigation, supply chain standards, corporate citizenship, stakeholder engagement and labour practices.

"Delivering responsibly is a core pillar of our sustainability strategy and what CN stands for," said **Claude Mongeau**, President and CEO of CN. "We are committed to building on what we have achieved to minimize our impact on the environment, while providing cleaner, more sustainable transportation modes to our customers."

The DJSI World Index selects for inclusion the top 10 per cent of the 2,500 largest companies in the Dow Jones Global Total Stock Market Index from each sector based on their sustainability score.

CN's sustainability achievements are marked by its continuing leadership in fuel efficiency within the North American



rail industry, consuming, overall, approximately 15 per cent less fuel per gross-ton-mile than the rail industry average.

In addition to improving fuel efficiency, CN is committed to engaging communities across its network through the "EcoConnexions From the Ground Up" program, which sponsored tree-planting projects in 35 locations across the country in 2014, as well as the planting of 400,000 trees as part of a mass reforestation program. The company also expects to make \$2.25 billion in capital expenditures this year to improve service and grow the business.

Launched in 1999, the Dow Jones Sustainability Indexes are the first global indexes tracking the financial performance of the leading, sustainability-driven companies.

For more information, visit sustainability-indices.com or cn.ca.

Celebrate Small Business Month

BY NAOMI YAMAMOTO

October is Small Business Month in B.C. — a chance to celebrate the businesses that are the heart and soul of communities throughout our province.

Small business owners help build strong local economies, and a strong B.C. economy ensures that communities throughout this province remain vibrant. It ensures that people are able to provide for their families and that our children are able to look forward to a bright future. That's not just good for individuals and their families — it's good for British Columbia.

Business is the economic engine of our province. Making sure our entrepreneurs and small business owners have the environment they need to maintain this momentum is one of government's key priorities. In support of the *BC Small Business Accord*, we are committed to working with partner organizations throughout the province, including non-profit organizations and all levels of government, to achieve this goal.

To that end, I'd like to offer my thanks to all of the organizations that deliver programs and services that support small businesses and are making a tremendous difference in the lives of British Columbi-

ans every day. For example, **Small Business BC** offers small-business supports and advisory services to businesses across the province (visit smallbusinessbc.ca for more details). Likewise, **The Vancouver**

Board of Trade's Small Business Council is another example of an organization that works to connect, educate, and advocate on behalf of small businesses.

This month, join me in thanking small business owners in your community. They are more than just business owners. They are creating jobs. They are coaching kids soccer teams. They are volunteering for Block Watch and keeping neighbourhoods safe. In fact, between Oct. 1 and Nov. 30, you can nominate your favourite business for a

Small Business BC Award at sbbcawards.ca.

The B.C. government has a goal to make B.C. the most small-business friendly jurisdiction in Canada, and we will continue to find ways to help people turn their business ideas into business plans, and then get those plans off the ground and on the path to success. I encourage everyone to thank a small business owner in your community.

Naomi Yamamoto is B.C.'s Minister of State for Tourism and Small Business. On Oct. 16 she'll speak at The Vancouver Board of Trade as part of Small Business Month. Learn more at boardoftrade.com/events.



Naomi Yamamoto, Minister of State for Tourism and Small Business



Members' Reception and The Vancouver "Board of Trade Show"

Wednesday, October 29, 2014 | 3:30 – 7 p.m. | The Fairmont Waterfront Hotel | **Booths Sold Out!**

That's right, we're bringing back our popular trade show — and it's going to be bigger and better than ever!

Don't miss this opportunity to discover new businesses, and connect with hundreds of others in the Vancouver business community.

NEW look

NEW format

NEW networking reception with industry leaders

NEW professional development breakout sessions

Presenting Sponsors:



Speaking up for small businesses

The Vancouver Board of Trades' Small Business Council gives a voice to the little guy

BY GREG HOEKSTRA

Did you know that more than 70 per cent of **The Vancouver Board of Trade's** members are small businesses?

Although some people may associate Greater Vancouver's leading business association with downtown office towers and C-level executives, the reality is that many small business owners – and their employees – join The Vancouver Board of Trade in an effort to grow their businesses, expand their networks, and reach new levels of success.

Enter the Small Business Council.

First started as a committee of The Vancouver Board of Trade in 2005, the Small Business Council (SBC) has since grown into one of the organization's four Signature Programs, with a mandate of meeting the unique needs of Greater Vancouver small businesses.

Over the past year, the Small Business Council experienced tremendous growth and development under the leadership of its 2013-14 Chair, **Lynn Kitchen** (Manager of Custom Training at **Langara College**).

In the year to come, the SBC will aim to reach new heights, with 2014-15 Chair **Mark Hoag** at the helm (Partner at **KNV Chartered Accountants LLP**).

In the past year, the SBC has hosted a series of events and webinars addressing topics such as strategic planning, bidding on federal government contracts, growing

Topics to be covered in the next calendar year include business innovation, sales strategy, building and creating a winning company culture, and brand building for small business.

In addition, the SBC will continue to be active in the realm of public policy, advocating for the interests of Greater Vancouver's small businesses, and putting their expertise to use while supporting local non-profit organizations in need.

Later this month, on Oct. 29, the Small Business Council will unveil a series of workshops at The Vancouver "Board of Trade Show." Details, along with the speaker schedule, are available at boardoftrade.com/events.

So, are you a small business owner, looking to expand your company in B.C. – and beyond? Are you looking to meet other likeminded entrepreneurs? Are you looking for a way to speak up and advocate on behalf of small businesses across Greater Vancouver?

Then don't delay. Visit boardoftrade.com/SBC for more information on how to join the Small Business Council today.



One of the Small Business Council's key roles is to host low-cost events for small businesses, which promote networking while also educating entrepreneurs about common issues facing their businesses.

your business internationally, the Canadian Anti-Spam Legislation, and building targeted traffic to your website.

In the year to come, members can look forward to more fun and engaging events.

Company Profiles Small Business Month

BOARD OF TRADE MEMBER SINCE: 2012

Bombay Brow Bar

Q: Describe your business in 10 words or less.

A premiere beauty destination for stylish, smart, beauty-conscious mascs and mavens.

Q: Why did you join The Vancouver Board of Trade?

To grow and learn as an entrepreneur and to support my business community so that we can be successful together!

Q: What motivates you as an entrepreneur?

For me, it's the desire to change the world through love and to define success and beauty on my own terms. I love what I do and creating a difference in people's lives gives me strength and determination to achieve my goals.

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

Learning to do everything all at once! I've worn many hats on this journey. I learned to focus on what I'm best at, and that sometimes you just have to roll up your sleeves and get 'er done!



OWNER: RAVVY MEHROKE

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

I love to dream and I seriously believe that I can change the world by inventing ways to make people's lives better. It started with bending spoons in different ways so I could capture as much soup as possible! I was seven

years old.

Q: Where did you get the idea for your business?

My sister Amy and I have been in love with beauty since we were young. The idea came to me when I realized that nobody could rock my brows so I would have to do it!

BOARD OF TRADE MEMBER SINCE: 2014

Avantheon Healthcare

Q: Describe your business in 10 words or less.

Helping healthcare organizations provide the best medical care for Canadians.

Q: Why did you join The Vancouver Board of Trade?

As a physician, The Vancouver Board of Trade has given me an unparalleled opportunity to develop meaningful relationships with business owners and industry professionals that

I would typically not be exposed to in my day-to-day work at the hospital.

Q: What motivates you as an entrepreneur?

The potential to make a positive impact on a large scale. Having a background in business, I see so many opportunities to take our current healthcare system to the next level through entrepreneurship.

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

I have always had an entrepreneurial spirit having started a number of ven-



OWNER: DAN LE

tures over the last 15 years. After I became a physician, I started to apply this entrepreneurial spirit to the pursuit of healthcare system improvement.

Q: Where did you get the idea for your business?

There are so many opportunities to improve efficiency in our health-care system,

and many of these potential solutions already exist in other non-health-care industries. I found that applying these solutions in our healthcare system has led to significant benefits for patients in B.C.

Q: What advice would you give to other budding entrepreneurs?

Determine what the purpose of your life is going to be. Everything that you do – in your career, your personal life, or how you volunteer your time – should be directed with this purpose in mind.

BOARD OF TRADE MEMBER SINCE: 2014

Alexa Loo Consulting

Q: Describe your business in 10 words or less.

Executive coaching, leadership development, team building, facilitation, and mental training.

Q: Why did you join The Vancouver Board of Trade?

After competing in two Olympics (2006 and 2010) and returning to the business scene in Vancouver, I needed to re-establish my business connections and expand my network. The Vancouver Board of Trade has interesting events that draw like-minded business people.

Q: What motivates you as an entrepreneur?

I love helping other business people and business owners to achieve new levels of success. Being a part of other's success excites and motivates me to be the best I can be.

Q: What do you think makes a small business successful?

Hard work, creativity, resilience and the ability to lead, inspire and motivate others are the keys to creating a suc-



OWNER: ALEXA LOO

cessful small business. Working with a coach helps to consistently develop as a leader.

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

Two years ago I discovered executive coaching and I realized I could blend my Olympic experiences and with my Chartered

Professional Accountant designation and experience to help business people achieve high performance in their careers or businesses.

Q: Where did you get the idea for your business?

As a CPA, CA, I saw people getting stuck in their businesses and careers, specifically, when their lack of leadership skills started to become more important than their technical skills and it started holding them back.

BOARD OF TRADE MEMBER SINCE: 2014

ClearLead Consulting

Q: Describe your business in 10 words or less.

ClearLead is an energy and sustainability consulting company.

Q: Why did you join The Vancouver Board of Trade?

A number of reasons: to meet new contacts in different areas of business; to become more integrated into Vancouver business in general; to broaden our knowledge base of industry and commerce; to be able to attend interesting and informative presentations.

Q: What motivates you as an entrepreneur?

The ability to run my business in the way I choose to run it. It's exciting to be able to do something different, something that matches my core set of values and to create and develop something that I feel proud of.

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

The dramatic slowing of work being put through on a major contract which gave us major cash flow issues and led to



OWNER: ADRIAN PARTRIDGE

a fundamental re-think as to how we want to grow in the future.

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

Yes, you have to be able to cope with a degree of uncertainty and that isn't for everyone. Having said that, I think that many people I've met working for

major companies could and should start a business but just don't perceive that they can do it.

Q: What advice would you give to other budding entrepreneurs?

Just do it. Take the plunge and give it a go. You'll be more motivated, happier and probably make more money. And maintain self confidence and a positive outlook when things go wrong, because that positive energy really works!

Company Profiles Small Business Month

BOARD OF TRADE MEMBER SINCE: 2014

Swirl Solutions Technology Training and Consulting

Q: Describe your business in 10 words or less.

Mobile device (iPhone, iPad, BlackBerry) and MS Office training and consulting.

Q: Why did you join The Vancouver Board of Trade?

I am always looking for ways to be involved in my community and The Vancouver Board Of Trade offers amazing events and opportunities to network, learn, collaborate and grow. What better place to meet like-minded people!

Q: What motivates you as an entrepreneur?

Making a difference in lives through education, whether it's in front of 400 people at a conference, 10 people at a sales meeting, or one-on-one. It is so gratifying to teach technology. It doesn't have to be scary.

Q: What keeps you up at night?

Testing and researching the endless and constant new updates, upgrades, busi-



OWNER: DARCI LAROCQUE

ness apps so my clients don't have to. One familiar question is "Should I update to the latest OS?" The answer is no! Wait until all the bugs are found by initial testers.

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

I couldn't stop thinking about how I could really help people who were overwhelmed by

technology, because I am a techie geek at heart and really hate seeing people struggle with the vast and ever-changing world of technology we live in.

Q: Where did you get the idea for your business?

I knew there was a fundamental learning curve understanding mobile devices when I invited 400 executives to a lunch and learn. I expected 10 people, but over 200 responded "Yes" within the first hour. There was definitely a training problem to be solved.

BOARD OF TRADE MEMBER SINCE: 2012

Skyrocket Digital

Q: Describe your business in 10 words or less.

A digital branding agency that brings ideas, products and companies to life.

Q: Why did you join The Vancouver Board of Trade?

We're interested in "connecting the dots" and bringing together the best talents and tools available for the service of our clients. To do that, we figured that The Vancouver Board of Trade is the place to be.

Q: What motivates you as an entrepreneur?

I'm inspired by passionate people who are driven to solve problems and create value. I've always been the "make s#! happen" guy, taking intangible concepts and ideas, refining and working them into something tangible and real.

Q: What keeps you up at night?

Caring too much. It's often said there is no room for emotions in business – not true. Our challenge is to channel these



OWNER: MO DHALI WAL

emotions into our best work and fighting for the right strategy, even when our client may have a differing opinion and we're getting paid either way.

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

Communicating the value of brand is the most difficult chal-

lenge. Some people still equate brand development to window dressing. It takes time, but we are typically able to convince them that their brand, managed well, represents a relationship that grows in value over time.

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

Everyone will face obstacles and any number of challenges. During these times there is no quitting time, there is no 9 to 5, there is no opportunity to defer responsibility or procrastinate. Either you do what is needed or you perish.



Around the Board

Photo highlights from recent events and activities

Clockwise from top left: 1) Vancouver Canucks top brass took part in a VBOT panel discussion Sept. 9 about what to expect from the team in the coming NHL season. Pictured from left to right: General Manager Jim Benning, President Trevor Linden, and Head Coach Willie Desjardins. *Photo by Pablo Su*
2) WestJet President and CEO Gregg Saretsky speaks to The Vancouver Board of Trade Sept. 16 about his company's corporate culture. *Photo by Pablo Su*
3) CTV Vancouver News Anchor Mike Killeen holds up a prop during The Vancouver Board of Trade's tribute to (and roast of) legendary broadcaster Bill Good on Sept. 25. *Photo by Matt Borck*
4) Golfers, start your engines! 140 participants prepare for a shotgun start at the 2014 Scotiabank and The Vancouver Board of Trade Golf Classic. *Photo by Jay Shaw*

5) A foursome enjoys some fall weather at University Golf Club during the fourth annual Golf Classic on Sept. 18. *Photo by Jay Shaw*
6) The ruthless Bruce Allen takes cracks at his former CKNW colleague during The Vancouver Board of Trade's "blistering tribute" to Bill Good. *Photo by Matt Borck*
7) VBOT Governor Carole Taylor and President and CEO Iain Black share the role of MC during the Sept. 25 roast of Bill Good. *Photo by Matt Borck*
8) Wally Oppal kicks off the Sept. 25 tribute to Bill Good. *Photo by Matt Borck*
9) John Furlong shares one of his favourite memories from the Bill Good Show. *Photo by Matt Borck*
10) The man of honour, Bill Good, gives a heartfelt thank-you to his friends and colleagues on Sept. 25, following tributes from 17 speakers throughout the night. *Photo by Matt Borck*

Is Canada headed back into surplus?

BY PETER G. HALL

We used to take surpluses for granted. But one key feature of post-crisis Canada was the emergence of a persistent trade deficit. In general, the word 'deficit' scares us, and in most cases, it should. But in this case, the red ink speaks of the resilience of Canadian domestic demand in the face of global collapse. More recently, the tables are turning, and the ink is getting blacker. Is this just a temporary shift, or is something bigger going on?

From a balanced position at the beginning of the 1980s, Canada enjoyed a trade surplus for most of the decade. The 1990-91 recession threw us into deficit, albeit a mild one, where we stayed for a half-decade through the jobless recovery. What followed was a three-year spurt in the surplus, a two-year pause and then a full-blown rally that came to a crashing halt in 2009. This roller-coaster ride has taken the surplus as high as 7 per cent of GDP and the deficit as large as 3 per cent of GDP in the past 15 years.

We are still officially in deficit at the moment, but early signs



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

are pointing to a reversal that could be quite dramatic. A sharp increase in merchandise exports this year lifted the nominal trade balance for goods into a surplus that is getting steadily wider. As of July, the monthly surplus was \$2.6 billion and growing. Canada recorded back-to-back surpluses of \$1.8 billion in the first and second quarters of this year, the first time a quarterly surplus was recorded since 2011, putting us on track to record an annual surplus for the first time since 2011. Even after adjusting for inflation, the merchandise trade numbers are

moving convincingly into surplus. So, what is driving this remarkable about-face?

Solid export growth is the main reason. Since last December, Canada has put together a string of very impressive monthly growth stats, with very few interruptions. What catches the eye even more about the growth is that it is distributed across a broad range of industries, and is spread across almost all provinces. External demand is coming primarily from the United States, but year-on-year growth to Western Europe has also been remarkable. Growth has been so steady that it looks like we have finally turned the corner, putting the worst of the post-crisis period behind us.

Clearly, exports are only half of the trade surplus story. Exports may soar, but if imports are doing the same, then the balance can be static or even deteriorating. In this case, imports are growing at a tepid pace. That speaks to the weakness of Canada's internal economy, which is beset by highly-indebted consumers and an overbuilt housing market, to say nothing of the public sector, which remains in austerity mode. Even so, the weakness to date is

something of a puzzle, because exporters are also importers: increasingly, the import content of Canadian exports is rising, so as time progresses, the growth rates of imports and exports are more intertwined.

"We are still officially in deficit at the moment, but early signs are pointing to a reversal that could be quite dramatic."

In this case, domestic market weakness is making its mark on the numbers; the growth wedge has been unusually persistent over the past few months.

As far as we can see, it looks like Canada is set to move back into a sustained trade surplus in the near term. The weaknesses in the domestic economy are not likely to go away for a few years, and will continue to weigh on imports. At the same time, the re-emergence of the U.S. economy is expected to fire up demand in other OECD markets and in emerging markets alike over the coming months, rekindling the

diversification of Canadian trade to less-traditional, high-growth economies.

Moves like this don't escape the notice of financial markets, though. Exports will increasingly benefit from the nascent weakening of the Canadian dollar, but the emergence of surpluses may attract portfolio inflows that stem the slide of the loonie. On balance, we don't expect a reversal in our dollar, but there is a risk that as in the past, markets will overreact.

The bottom line? For the moment, we can begin to bask in the positive reversal of our trade balance. It says good things about where the global economy is headed, that Canada is on the leading edge of this growth, and that the economy in general will do alright in the face of our internal softening. Canada is again lucking out with offsetting economic movements.

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. Visit www.edc.ca for more information.



The Vancouver Board of Trade

Small Business is Big Business in B.C.

Thursday, October 16, 2014 | 8 – 10 a.m.

The annual Small Business presentation represents an innovative approach to bringing government and business together to engage in open and constructive discussion about the issues facing small businesses in B.C.

This interactive presentation will feature a panel discussion with Minister Yamamoto and small business leaders as they highlight benefits they have experienced through government collaboration.

Featuring

The Honourable Naomi Yamamoto, Minister of State for Tourism and Small Business, Province of British Columbia

Terry Tarle, CEO, AXYS Technologies Inc.

Ian Tostenson, President and CEO, BC Restaurant and Food Services Association

MJ Whitemarsh, CEO, Whitemarsh Enterprises Inc.

Wendy Lisogar-Cocchia, Owner and CEO, Century Plaza Hotel and Absolute Spa Group (Moderator)



boardoftrade.com/events



The Vancouver Board of Trade

YVR: Redefining B.C.'s Aviation Hub

Wednesday, October 22, 2014 | 11:30 a.m. – 2 p.m.



Craig Richmond

President and CEO, Vancouver Airport Authority

YVR is taking innovation to the next level in order to deliver on its mission to connect British Columbia proudly to the world.

Join us as Vancouver Airport Authority's President and CEO, Craig Richmond, shares his vision of YVR: Redefining B.C.'s Aviation Hub.

Presenting Sponsors:



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LOT anniversary event celebrates program legacy

BY LINDA NGUYEN

Here's a piece of "Throwback Thursday" trivia for you: the last time **The Vancouver Board of Trade** hosted the entire 2014 Leaders of Tomorrow graduating class was back on July 2, 2013, for the LOT interview night at the Coast Coal Harbour.

During that event, attendees anxiously gathered to await their interview and a chance to be selected for Canada's leading student mentorship program. At the time, the room was filled with nervous energy, as students milled around and made polite conversation.

Fast-forward a year later to the Leaders of Tomorrow graduation ceremony on Sept. 4, 2014, and it was a stark contrast from where it all began. Mentors and mentees gathered once again at the Coast Coal Harbour, but this time everyone was excited to catch up with people whom had become good friends throughout the last year.

The event also served as the 15th Anniversary Celebration for the popular program,

Through the four pillars of mentorship, leadership, networking, and volunteerism, The Vancouver Board of Trade's Leaders of Tomorrow

program has evolved over the past 15 years into a community of driven, engaged, and like-minded leaders — both current and future leaders. As it was said during the evening, "You can't carry the torch if you won't light the path for someone else."

Chris Milton and **Evgenia Jilina** were the MCs for the evening, and they kicked off the ceremony with a "Throwback Thursday" to 1999 — the year of the supposed Y2K technology threat, and also the year that the Leaders of Tomorrow program was launched.

Following that, the highly anticipated Leaders of Tomorrow program recap video was unveiled, capturing the highlights and bloopers from the program's 2013-14 year.

Next, the MCs were joined by **Janet Austin**, Chair of The Vancouver Board of Trade and CEO of **YWCA Metro Vancouver**, **Robin Hemmingsen**, Dean of the **BCIT School of Business**, and **Austin Nairn**, Director of Member Programs for The Vancouver Board of Trade, as they shared 15 lessons learned at LOT events over the past year.

Some of the top leadership lessons shared included:

"Begin building your network now, and take time to develop relationships at all career stages." — **Jim Huff**, VP of Innovation, **Hewlett Packard** (LOT Executive Roundtable with HP)

"In any new environment, find a mentor. Someone you trust to give you genuine advice, honest feedback and is able to push you beyond your comfort zone." — **Andry Tanusdjaja**, **TELUS** (CPA Accounting Speaker Series)

"Never stop believing in yourself. Always be ready to seize an opportunity." — **Craig Richmond**, President and CEO of **Vancouver Airport Authority** (LOT Executive Roundtable with Vancouver Airport Authority)

"Core values can't just be on the wall. Know them and use them to help you make hard decisions." — **Andrew Martin**, VP of Human Resources, **Joey Restaurant Group** (LOT Executive Roundtable with Joey Restaurant Group)

"Sell what you have done, what makes sense and what is worthwhile. Not many people can articulate their story and sell." — **Brad Pennefather**, Senior Sales Director, **Canucks Sports & Entertainment** (CPA Accounting Speaker Series)



LOT Mentors Natasha Jung, Austin Nairn and Robin Hemmingsen recognize the 2014 mentee of the year, Amol Thind (second from left). Photo by Noravera Visuals



LOT Students David Dryden and Michael Lourdes connect with Wayne Tebb, Dean of the Kwantlen School of Business, at the LOT Graduation and 15th Year Anniversary.

CONTINUED ON PAGE 13



The Vancouver Board of Trade



Leaders of Tomorrow Celebrates Its 15th Anniversary!

Congratulations to the recent graduates of The Vancouver Board of Trade's Leaders of Tomorrow Mentorship Program and welcome to all the new students for the upcoming year.



Thank you to all sponsors, mentors, alumni and students for 15 years of excellence in mentorship, leadership, networking and volunteerism.

Platinum Program Sponsor:



Gold Program Sponsors:



Silver Program Sponsors:



Event Sponsors:



Reflecting on 15 years of LOT Coaching in business



Guests hear from LOT program mentors and alumni Larina Lopez, Leo Wilson, and Jesse John during a discussion moderated by student Chris Milton. Photo by Noravera Visuals



LOT students and alumni Kyle Krystalowich, Madhav Goyal, Manisha Narula, Josephine Gunawan and Hope Wang celebrate the Leaders of Tomorrow program's 15th Anniversary.

FROM PAGE 12

"Don't just have appreciation for things, but have appreciation for the situations you are in and the people you are surrounded by."

– **Sam Thiara**, Associate Director, Undergraduate Community Relations, **SFU Beedie School of Business** (LOT Development Night)

Inspirational words also came from the evening's panellists, **Larina Lopez**, Senior Manager of Community Investment, Engagement and Education at **BC Hydro**; **Leo Wilson**, Vice President in the Corporate Finance group at **KPMG**; and **Jesse John**, Large Account Manager at **Acklands-Grainger**.

The Vancouver Board of Trade would like to extend special thanks to the alumni who attended this 15th anniversary celebration. Many are established professionals now making their mark in the business community. There is no better way to celebrate this important milestone than with those who have helped make the program so successful over the past 15 years.

For more on the Leaders of Tomorrow mentorship program, visit boardoftrade.com/LOT.

BY KRISTIN CONSTABLE

"I've learned more with this company than any other business, let alone restaurant, I've ever worked for". –JOEY Restaurant Group Partner

At the **JOEY Restaurant Group**, the growth and development of people is part of the experience, it is part of the culture.

No matter what level you start at in the company, or where you want to go, the company's commitment is that their people get the skills, knowledge, and support to continually grow and build their careers. They call this a coaching culture. In a coaching culture people are empowered to discover their own answers, they constantly receive feedback and communication on their areas of opportunity, and most importantly people listen and ask questions.

"One of the best attributes of the coaching here is that it is all transparent. Nothing is hidden and all employees are held to the same high standard. Expectations are clearly laid out and implemented," says one **JOEY Restaurant Group Partner**.

At **JOEY**, coaching can be seen at all levels of the organization. Everyone from the partner level to the most senior executives have access to trained internal coaches as development tools to grow and continually master their craft.

Every manager in the organization is given coach training so that they can take a coach approach to their teams and management style.

In 2011, **JOEY Restaurants** won the prestigious International Prism Award from the International Coach federation for the coaching culture seen and experienced within the organization and has been awarded as a Great Place to Work, Best Places for five consecutive years in a row.

Kristin Constable is the Director of Training and Development at JOEY Restaurant Group, a proud sponsor of The Vancouver Board of Trade's Leaders of Tomorrow (LOT) mentorship program. If you want to find out more about the JOEY culture or many of the other education and development opportunities with the JOEY Restaurant Group visit joeyrestaurants.com/careers.



Welcome to some of our newest members

Place One Systems
placeone.net

Real Time Project Services

UPS Canada
ups.com

BC Liberal Party
bcliberals.com

Bean Lovers Coffee Co.
bean-lovers.com

Pleasant Solutions Inc.
pleasantsolutions.com

RBC Royal Bank
rbc.com

Children's Foundation
childrens-foundation.org

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Insurance Bureau of Canada
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Soundhouse Studios
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CGM Lawyers
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CSLI
csli.com

Formever, Inc.
formever.com

The Geller Group

James McCallum & Associates Ltd.

Jack Cewe Ltd.
cewe.com

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The Hive Boulderling Gym
hiveclimbing.com

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canfisco.com

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chbabc.org

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Leadership loves company

Building credibility and your personal brand

BY KYLE KRYSALOWICH

Members of the Company of Young Professionals — **The Vancouver Board of Trade's** under-35 program — kicked off their first post-summer event on Sept. 16 with an interactive and self-reflective session about building a personal brand and credibility for career progression. The session revolved around three main aspects to building brand and credibility: consistency, clarity, and authenticity.

The session, led by Dr. **Tara Cree**, began with a discussion on brands that everyone is familiar with, such as **Starbucks** and **Tim Hortons**. Cree asked participants, "What do these brands mean to you? What makes these brands powerful?" Those in attendance soon realized that a brand is often not controlled by you, but instead, is defined by the people around you.

Since one cannot control what other people think, attendees were encouraged to be proactive, in an effort to manage and shape their personal brand. Whether it's your daily choice of clothes, how you act, or what skills you acquire, all of these factors contribute to

your distinct and unique brand, said Cree. The reality, she added, is that having a brand is not an option — but managing it properly is.

CYP members learned that managing your personal brand is not an easy task and takes time. Cree recommended the following steps to create an effective personal brand:

Know yourself. Take some time to consider your deepest values, discover your passions, determine your greatest talents and skills, and explore your personality.

Articulate vision. Determine where you want to be in the next five years and revise this as often as you need to. This is an important question to ask and visualize, as this will give you a target to aim at when establishing your brand.

Define your brand. An integration of what you are passionate about and how you spend your time is key to ensuring that your brand is defined and recognized by others. A disconnect between these two things is apparent and can have a negative impact on your brand.

Live your brand. Get out there and be yourself!



Dr. Tara Cree speaks to members of The Vancouver Board of Trade's Company of Young Professionals program on Sept. 16. The program focuses on developing under-35 professionals in the early stages of their careers. **Photo by Noravera Visuals**

Closely tied with your brand is your credibility. As Cree told those in attendance, "credibility is like currency — it is hard to earn but easy to lose."

Establishing your credibility goes hand in hand with your brand. Formal credentials, a proven track record, and a sense of authenticity are just a few of the many ways that one can build

credibility. Alternatively, insincerity, arrogance, and breaking commitments all can tarnish one's professional credibility.

As the session drew to a close, Cree reemphasized that building a brand and credibility are crucial in business — especially for those who are just beginning their careers.

The Company of Young Pro-

fessionals (CYP) is a leadership development program of The Vancouver Board of Trade that connects emerging young professionals in Greater Vancouver. CYP members are committed to improving the community, creating strong relationships, developing themselves and developing the people around them. For more info, visit boardoftrade.com/CYP.



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How mentors and sponsors differ

BY NICOLE BYRES

In recognition of the importance of mentorship and sponsorship to the advancement of women into leadership roles, **The Vancouver Board of Trade's Women's Leadership Circle** chose this topic for its Morning Leader series event on Sept. 24.

Formal and informal mentoring has existed for many years; sponsorship on the other hand is a relatively new term, and very different than mentorship. Thus, it is useful to clarify the differences between a mentor and a sponsor, and how sponsorship is a key strategy in ensuring women achieve senior leadership positions within an organisation.

Mentors provide advice, support and guidance, but their role is usually passive. Mentors are valuable sources of information and can be a sounding board to assist mentees on a wide range of issues from developing career paths, to dealing with co-workers or managers with different or challenging styles. Importantly, mentors can assist their mentees to understand the "unwritten rules" of their organisation.

Sponsors on the other hand advocate on behalf of their protégés, and they often have a vested interest in ensuring that their protégés succeed. Sponsors open doors and advocate on behalf of their protégés to help get them 'stretch' assignments or a role on high-visibility teams or files



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thereby enabling them to demonstrate their skills and ability.

Sylvia Hewlett, author of *Forget a Mentor, Find a Sponsor*, and Co-Director of the Women's Leadership Program at **Columbia Business School** conducted a two-year study which sampled 12,000 men and women in white-collar occupations across the U.S. and Britain. According to her research, sponsorship made a measurable difference in career progression, particularly in the areas of high-profile assignments, promotions, and pay.

Hewlett's research found that sponsorship was particularly helpful to women who aspired to climb higher than middle management. However, organisations

seeking to increase the representation of women in their senior management ranks had to be intentional about ensuring high potential women are provided with sponsorship opportunities, without which, women would not necessarily get the sponsors they required.

This is because the sponsor-protégé relationship also affects the sponsor's credibility and recognition, and so sponsors – typically senior white men – naturally choose people most like them to sponsor. As a result, organisations may need to be more proactive in both identifying high potential women leaders, and then matching such women with sponsors who are able to

make a difference in their career progression.

Tips for optimising mentor-mentee and sponsor-protégé relationships

I have been a mentor to many women over the years. One of the key indicators of an effective and mutually rewarding mentor-mentee experience has to do with the selection of the mentor. Mentees who are strategic in their choice of mentor, by matching the mentor to the mentee's particular needs at that stage in her career, get the most out of the relationship. These mentees are focused on their objectives, and respectful of their mentors' time.

and beyond those with whom they share a similar style or background.

Sponsors should have the power to advance one's career and to provide assistance in obtaining high profile assignments and/or promotions. Once such a person has agreed to be a sponsor, it is important that the protégé delivers outstanding performance and loyalty to the sponsor, so that the relationship also reflects well on the sponsor.

Despite the title of her book, Hewlett confirms that both mentors and sponsors are important. Sponsors however, make the difference in ensuring that women achieve senior leadership roles.

"Mentors provide advice, support and guidance, but their role is usually passive... Sponsors on the other hand advocate on behalf of their protégés, and they often have a vested interest in ensuring that their protégés succeed."

In turn, these mentors feel their time and experience is valued, will often go the extra mile for that mentee.

When choosing a potential sponsor, it is also important to be strategic but the search criteria is different. Women looking for sponsors to assist them in their aspirations for advancement, need to be prepared to look outside of their immediate circle of managers or mentors,

Organisations that take a proactive approach to create sponsorship opportunities for high potential women, have a better chance of achieving diverse leadership teams.

Nicole Byres, QC, is a partner at Miller Thomson LLP where she heads up the labour and employment group for the firm's Vancouver office. Byres served as Co-chair of the Women's Leadership Circle Advisory Committee in 2013-14.

Are you a reluctant collaborator?

BY LISA MARTIN

I want you to ask yourself, "How collaborative am I, *really*?"

Competition is so ingrained that it can be hard to let it go — even with your colleagues.

As a leader, you need to know when to let a collaborative perspective take over.

Read the following seven statements and think about your interactions with colleagues. How true is each one for you?

1) Given my level of responsibility and performance, I

deserve a lot of the credit when I'm involved in a big win.

2) When things go wrong, it's important for me to communicate where others fell short.

3) I sometimes make promises I don't intend to keep.

4) I'm sometimes reluctant to share information.

5) I'm sometimes reluctant to share resources.

6) I think cross-team collaboration can be more trouble than it's worth.

7) I prefer to focus on the success of my own team and let others win or lose on their

own terms.

If any of these statements feel even just a bit true for you, take heed. You don't need to dampen your competitive spirit, but you'd be wise to use it more strategically.

Collaborative cultures don't happen by accident. They're led by people who know when it's appropriate to set ego aside and be the ultimate team player.

I'll leave you with one final personal query to ponder.

Leading Question: Is your ego in the way of better collaboration?

Lisa Martin has made it her mission to help companies keep and cultivate rising leaders. She is a member of The Vancouver Board of Trade Women's Leadership Circle Advisory Council, the creator of the Lead + Live Better™ programs, a leadership coach, speaker, and a bestselling author. In the coming months, Martin will share a series of articles in Sounding Board about maximizing performance as an executive, to help further the WLC's mandate to elevate women in business. For more info, visit LisaMartinInternational.com/programs.



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