



UNBREAKABLE: John Furlong

John Furlong O.C. O.B.C., CEO, Vancouver 2010 Olympic & Paralympic Winter Games

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SOUNDING BOARD

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

“Our economy relies on strong infrastructure, like our ports, bridges, roads, rail networks, and public transportation systems.” VBOT CEO Iain Black, pg. 2

NOVEMBER 2015 • VOLUME 55 • NUMBER 10

THIS ISSUE

UBC's interim president gives annual update • 2

VBOT announces 2016 Rix Award winners • 3

How TPP would benefit one local business • 5

Celebrating 50 years of Whistler Blackcomb • 6



YVR wins innovation award in Helsinki • 7

VBOT CEO named top chamber executive • 7

Project management lessons from EA Sports • 9

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Canada Votes 2015: Liberals win a majority

VBOT prepares to work with new government on business priorities

BY GREG HOEKSTRA

As the first federal election results began to trickle in on the evening of Oct. 19, it became clear the country was heading towards change, with the Liberal Party of Canada sweeping across the Maritimes winning all 32 seats.

By the end of the night, the party held 184 seats across the country — including 17 here in B.C. — which was enough to vault the Liberals from the third-party position to a majority government.

In the weeks since, there has been much speculation about what Canadians — and the business community — can expect from their next Prime Minister, **Justin Trudeau**, who will be officially sworn in to office this week, along with his cabinet.

The Vancouver Board of Trade is optimistic that the new government will continue to place a priority on business, trade, and the economy, a focus that was evident



Prime Minister-designate Justin Trudeau speaks to a sold-out crowd of 800 at The Vancouver Board of Trade in April 2014. **File photo**

not only during the past decade under the leadership of Prime Minister **Stephen Harper**, but also during Liberal governments of the 1990s and early 2000s.

“We are looking forward to working with the new government to ensure our country is well positioned to be a strong global economic leader,” says **Iain Black**, The Vancouver Board of Trade's President and CEO.

The economy will likely take

centre stage as one of the new government's immediate priorities, with the G20 Leaders' Summit scheduled to take place Nov. 15. It is expected the new government will make an economic statement in mid-November, which may outline preparations for a new fiscal plan and an early look at a new infrastructure strategy that would invest more than \$125 billion over the next 10 years.

Black says The Vancouver Board of Trade supports investing in infrastructure across the country. However, he stresses that the money should be invested in strategic locations and projects, including in Greater Vancouver, given our role as Canada's Pacific Gateway.

“Our economy relies on strong infrastructure, like our ports,

TURN TO PAGE 2



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UBC's interim president gives annual VBOT update

Join Members of **The Vancouver Board of Trade** on Nov. 17 for a keynote address by Dr. **Martha Piper**, Interim President and Vice Chancellor of the **University of British Columbia**.

UBC has consistently ranked in the top 40 of the world's research universities, an achievement which undoubtedly makes the university proud.

But UBC could, and should, aim higher — and within the next decade, UBC is striving to become a truly great university, the best in Canada.

Why is this so important? What does this mean for British Columbians? How will having Canada's best university in our midst assist in building the economic, social, and cultural institutions that will permit B.C. to thrive in a global environment?

In her keynote to the local business community, Piper will trace the path she believes UBC should follow to become truly great, and attempt to show why it is so important for Vancouver and British Columbia that UBC pursue this goal.

In addition to her current role as Interim President, Piper also served as the 11th President of UBC from 1997 to 2006.

Piper has been a member of the Board of Directors of the **Bank of Montreal** and has held corporate directorships for **Shoppers Drug Mart**, **TransAlta Corporation** and **Grosvenor Americas Ltd.** She has also served as a board member of **CARE Canada**, the **Dalai Lama Center for Peace and Education**, and the **Canadian Stem Cell Foundation**.

The recipient of 17 honorary degrees, Dr. Piper is an officer in the Order of Canada and a member of the Order of British Columbia.

Piper was named Educator of the Year by the Learning Partnership in 2004, was appointed an Honorary Fellow of Merton College, Oxford University in 2007 and elected a Fellow of the Royal Society of Canada in 2008.

For more information on this event, including how to purchase tickets, visit boardoftrade.com/events.



Dr. Martha Piper, Interim President and Vice-Chancellor, UBC

EVENTS CALENDAR UPDATE

See our full events calendar at boardoftrade.com/events

TUESDAY, NOVEMBER 17, 2015

Raising The Bar:

UBC's upward trajectory

11:30 a.m. – 2 p.m.

The Fairmont Waterfront Hotel
900 Canada Place Way

Dr. Martha C. Piper O.C. O.B.C. Ph.D.,
Interim President and
Vice-Chancellor, University
of British Columbia

Presenting Sponsor:
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H. Lee Graduate School
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WEDNESDAY, NOVEMBER 18, 2015

Networking Breakfast Series:

Orientation and Roundtable

7 – 9 a.m.

Pinnacle Hotel Harbourfront
1133 West Hastings Street

WEDNESDAY, NOVEMBER 18, 2015

WLC Reception at TELUS Garden

5 – 7 p.m.

TELUS Gardens
510 West Georgia Street

Event Sponsor: TELUS
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WEDNESDAY, NOVEMBER 25, 2015

Small Business Council Success Series:

Crowdfunding and capital raising for your business in the private placement market

7 – 9 a.m.

Pan Pacific Vancouver
300 - 999 Canada Place

Peter Brady, Director, Corporate Finance, BC Securities Commission

Larissa Streu, Senior Legal Counsel, BC Securities Commission
Event Sponsor:
BC Securities Commission

WEDNESDAY, NOVEMBER 25, 2015

UNBREAKABLE:

John Furlong

11:30 a.m. – 2 p.m.

Sheraton Wall Centre Vancouver
1088 Burrard Street

John Furlong O.C. O.B.C.,
CEO, Vancouver 2010 Olympic
& Paralympic Winter Games

THURSDAY, NOVEMBER 26, 2015

Building strong communities through leadership and collaboration

11:30 a.m. – 2 p.m.

The Fairmont Hotel Vancouver
900 West Georgia Street

Honourable Peter Fassbender,
Minister of Community Sport and
Cultural Development, Minister
Responsible for Translink,
Province of British Columbia

Presenting Sponsor: TransLink

THURSDAY, NOVEMBER 26, 2015

Members' Reception with De Dutch

5 – 7 p.m.

De Dutch - Burrard Landing
1055 Canada Place

FRIDAY, NOVEMBER 27, 2015

Shared Vision, Shared Responsibilities

11:30 a.m. – 2 p.m.

The Fairmont Waterfront Hotel
900 Canada Place Way

Robin Silvester, President
& Chief Executive Officer,
Port Metro Vancouver

Presenting Sponsor: CN
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Community Sponsor:
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TUESDAY, DECEMBER 1, 2015

2015 Year in Review:

Beyond the headlines

11:15 a.m. – 2 p.m.

Hyatt Regency Vancouver
655 Burrard Street

2015 Media Panel:
Squire Barnes, Global News
Sports Anchor

Bill Good, Broadcast veteran
currently heard daily with a
commentary on NEWS 1130

Treana Wood, News Director,
NEWS 1130

Media Partner: NEWS 1130

FROM PAGE 1

bridges, roads, rail networks, and public transportation systems," says Black. "We're optimistic that the incoming government will make meaningful investments to drive the economy forward, ensure we stay competitive, and help get our products and exports to market."

Black says The Vancouver Board of Trade is also hopeful the new infrastructure funding will help solidify the future of two key public transit projects in Greater Vancouver — the rapid transit lines from Surrey to Langley, and the subway extension along the Broadway corridor toward UBC.

"Both of those projects matter to our Members, and are critical to the long-term future of our region, given that it's estimated another one million people will move here in the next 30 years," says Black. "That's why we took a leading role in the Better Transit and Transportation Coalition."

Other key projects in the region include a new bridge to replace the aging Massey Tunnel, the Pattullo Bridge replacement, and investments in road and rail to enhance the supply chain of **Port Metro Vancouver**, which is Canada's busiest port and plays a pivotal role in our national economy.

However, there are reasons to be concerned about some of the new government's direction, Black says, specifically noting that the incoming government has proposed to run deficits until 2019. The Board will be monitoring this very carefully, and will continue to urge the new government to keep its commitment to reducing Canada's debt-to-GDP ratio, and ensure the country doesn't start to incur structural deficits.

"It's also encouraging that the Prime Minister-designate hasn't proposed hiking business taxes," says Black, "which is good

because we are under increasing scrutiny as to our ability to compete internationally."

The Vancouver Board of Trade also urges the new government to continue supporting traditional drivers of the economy, such as the natural resources industry, given the sector pays for most of the hospitals, schools and roads in the country. Black notes that until we find a new way to get Alberta's energy products to overseas markets (vs. only selling to America), we will continue to leave up to \$50 million a day (or more than \$18 billion a year) on the table. He adds that the Board will monitor the government's plan to review the environmental regulatory process, to guard against new unnecessary burdens being added to the existing framework.

Finally, The Vancouver Board of Trade is calling on the new government to sign the historic Trans Pacific Partnership (TPP) agreement, signed by 11 other Pacific Rim countries, in order to increase market access for Canada's exports, services and investments. In doing so, Canada would join a historic alliance of advanced and growing economies that in combination represent nearly 800 million consumers and \$28.5 trillion in GDP — nearly 40 per cent of the world's economy.

"The TPP will further insert B.C. into the global economy by removing financial and red-tape barriers on exports such as forestry products, metals and minerals, as well as B.C. agriculture and seafood products," says Black.

"This is great news for our Members across Greater Vancouver, particularly for the thousands of small businesses who export their products. We are very hopeful that the new government will seize this unprecedented opportunity."

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

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VBOT announces 2016 Rix Award winners

BY GREG HOEKSTRA

The **Vancouver Board of Trade** has revealed the winners of its 2016 Rix Awards for Community and Corporate Citizenship, which honour one outstanding individual and one exemplary organization each year, in memory of the late **Dr. Don Rix**.

The 2016 Rix Award for Engaged Community Citizenship will be presented to **David Podmore**, widely recognized as one of the most influential contributors to Greater Vancouver's real estate industry. With more than 40 years experience in planning and development, Podmore is best known for co-founding **Concert Properties** with **Jack Poole** in 1989. Today, he serves as the company's Chairman and CEO.

Podmore was chosen as a Rix Award recipient based on his tireless efforts to give back to the community, both professionally and personally. This includes his past leadership of the **BC Pavilion Corporation**, his key role in helping to bring the 2010 Olympics to Vancouver, and his service as Chair of the **British Columbia Institute of Technology Foundation**, President of the **Urban Development Institute** (Pacific Region), President of the **Greater Vancouver Home Builders Association**, member of the **BC Progress Board**, Chair of the **BC Children's Hospital Foundation**, eight years as a director of the **Canadian Tourism Commission**, and much more.

Podmore is the recipient of numerous



community and professional awards, and in 2014 he was invested to the Order of B.C.

The 2016 Rix Award for Engaged Corporate Citizenship will be presented to **FortisBC**, in recognition of the company's deep commitment to collaborating with stakeholders, Aboriginal communities, and other organizations to improve the well-being of the communities they serve.

FortisBC will receive the award in honour of the organization's many community safety initiatives, their energy efficiency and conservation programs across B.C., and their strong corporate culture that encourages employees to give back to their communities. For example, last year FortisBC donated \$83,400 to charitable organizations supported by employees, who in turn donated \$66,000 themselves to community groups for the year. FortisBC also matches 50 per cent of any automatic payroll deductions an employee has designated for the **United Way** or for employee-run charity, Warm Hearts.

The 2016 Rix Awards will be presented at The Vancouver Board of Trade's 29th Annual Governors' Banquet on April 11 at the Vancouver Convention Centre. This black-tie

gala brings together business, government, and community leaders each spring, to induct The Vancouver Board of Trade's immediate past chair into its Council of Governors. The 2016 inductee is **Janet Austin**, CEO of **YWCA Metro Vancouver**.

The Rix Awards are an initiative of The Vancouver Board of Trade, chosen each year by a special selection committee of the board of directors, based on a number of criteria.

The Rix Award for Engaged Community Citizenship is presented to an individual who applies his or her exceptional skills, talents and drive to making a positive impact in society. Hallmark characteristics of community citizenship include trust, purpose, connectedness, leadership, social capital, passion, empathy, ethics, and responsibility. Past recipients of this award include **Carole Taylor** (2015), **David McLean** (2014), **Terence Hui** (2013), **Peter M. Brown** (2012), **Brandt C. Louie** (2011), **Jimmy Pattison** (2010), and **Craig and Marc Kielburger** (2009).

The Rix Award for Engaged Corporate Citizenship is presented to an enterprise that demonstrates, both in policy and



David Podmore Chairman and CEO of Concert Properties, will be honoured by The Vancouver Board of Trade on April 11, 2016, as the recipient of the Rix Award for Engaged Community Citizenship. The organization will also honour FortisBC.

practice, the highest standards of stewardship towards the long-term well-being of customers, employees, owners, business partners, the environment and the broader community. Past recipients of this award include **Global BC** (2015), **Port Metro Vancouver** (2014), **TELUS** (2013), **Teck Resources** (2012), **Vancity** (2011), **RBC Royal Bank** (2010), and the **Vancouver Airport Authority** (2009).

For more information, visit boardoftrade.com/GovernorsBanquet.



The Vancouver Board of Trade



2015 Year in Review: Beyond the headlines


Local media personalities **Squires Barnes**, **Bill Good** and **Treena Wood** take a look back at the top news stories of 2015 and make predictions on what is likely to capture the headlines in 2016.

As a sponsor, not only will you receive priority seating for your table, but partial proceeds from your sponsorship will benefit charities selected by our 2015 media panellists.

Tuesday, December 1, 2015 | 11:15 a.m. – 2 p.m.
Hyatt Regency Vancouver, 655 Burrard Street

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OUR NEW PARTNER – BAHAR HAFIZI

M^oCullough O'Connor Irwin LLP is pleased to announce that Bahar Hafizi has joined the firm as a Partner.

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SOUNDING BOARD

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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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Jill Schnarr	TELUS
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Lorne Segal, O.B.C.	Kingswood Properties Ltd.
Denise Turner	Bravura Business Solutions Inc.
Kari Yuers	Kryton International Inc.
Vivian Zalkow	Taymor Industries Ltd.

Change is in the air

BY TIM MANNING

A lot can change in 34 days. That's how much time has passed since our last issue of *Sounding Board* went to print. And, in that time, we have seen two major developments here in Canada, both of which have the potential to shift public policy and alter the course of our provincial and national economies.

The first occurred on Oct. 5, when it was announced that the world's 12 Pacific Rim countries — including Canada — had successfully concluded negotiations on the Trans-Pacific Partnership (TPP), a free trade agreement that is unprecedented in both its size and scope.

Exactly two weeks later, the second took place, when **Justin Trudeau** and the Liberal Party of Canada surged to a majority government, winning 184 seats across the country and 17 seats here in B.C.

As a result, Canada is a slightly different place than it was just one month ago, when I wrote my last Chair's Message. It's almost as though the autumn winds have brought with them change for this country. Here's a look at what those changes potentially could mean for British Columbia and, more specifically, for the business community in Greater Vancouver.

A historic opportunity for B.C.

It was just after 6 a.m. in Vancouver on a Monday morning that news of the Trans Pacific Partnership agreement started rippling across the globe. The official announcement came after a weekend of protracted negotiations in Atlanta, Georgia, culminating with an all-night round of negotiations on Sunday that stretched into the early hours of Monday morning.

Here at **The Vancouver Board of Trade**, we welcomed the announcement as fantastic news for our province and for many of our Members. Before 8 a.m. we had already issued a news release, heralding the TPP as a historic opportunity that would provide privileged market access for B.C.'s exports, services and investments in one of the world's most dynamic economic regions.

By entering into this deal, local businesses will now have unrestricted access to a market

with nearly 800 million consumers. The 12 countries included in the TPP — Canada, the United States, Mexico, Australia, Japan, New Zealand, Malaysia, Singapore, Vietnam, Chile, Peru, and Brunei — represent a staggering 40 per cent of the world's total GDP. The potential for British Columbia and Canada is enormous.

As the leading voice for trade and free enterprise in Greater Vancouver for the past 129 years, we understand how pivotal a deal such as the TPP is for our economy. If approved by the new federal government, the TPP will remove tariffs and regulatory barriers on many traditional B.C. exports, such as wood and forestry products, metals and minerals, and B.C. fruit and seafood. But it would also do the same for thousands of small businesses across the country — including many of you, our Members — who export their products overseas.

On page 5 of this month's *Sounding Board* you will find a profile of one such local company, **Kryton International Inc.**, which stands to benefit from the removal of tariffs and trade barriers. We wanted to share their story with you, to help illustrate how free trade agreements can have a very real and immediate impact on companies that employ residents of our community.

A change in leadership

In this month's cover story, we also delve a little deeper into the federal election results and what we might expect from the newly elected government, which will be officially sworn in this week.

The Vancouver Board of Trade remains optimistic that new Liberal government will stay focused on our economy (while maintaining our already strong foundation for doing businesses that has been established over the past two decades).

This includes signing off on the TPP agreement, as mentioned above, but also extends to keeping taxes competitive for businesses and supporting both the traditional drivers of our economy, such as the natural resources industry, and new drivers, such as the technology sector.

Our organization is also encouraged that the new



Tim Manning, 2015-16 Chair,
The Vancouver Board of Trade

government plans to invest in infrastructure, which we hope will be done in a strategic manner to support key fixtures in our national trade infrastructure, such as **Port Metro Vancouver** — the largest port in the country and the third-largest in North America, handling upwards of \$187 billion in cargo each year.

In addition, we also hope the new government will invest in two of the major projects we supported as part of the **Better Transit and Transportation Coalition** — the subway line extension along the Broadway corridor and light rail lines into Surrey and Langley, both of which are critical to the efficient movement of people in Greater Vancouver.

And finally, on a personal note I was also encouraged to hear that the Prime Minister-designate plans to appoint a gender-balanced cabinet for the first time in Canada's history.

This move was lauded several times by speakers at our recent *B.C. Economic Forum: Women as a Catalyst for Growth*, and is consistent with The Vancouver Board of Trade's pledge to "lead by example" and promote gender diversity within our own organization (which we achieved earlier this year, becoming the only business organization in Canada with more women than men on our board of directors).

In short, change is in the air. But with it comes some exciting opportunities for Greater Vancouver to take its place as a key player in the global marketplace.

I think we're ready for the challenge.

Tim Manning is 2015-16 Chair of The Vancouver Board of Trade. He also serves as Regional Vice President, Commercial Financial Services, for RBC Royal Bank.

Missed last month's *Sounding Board*?

Read past issues online at boardoftrade.com/soundingboard

Going global

How free trade is helping one B.C. business grow — at home and abroad

BY GREG HOEKSTRA

When news broke last month that the Trans Pacific Partnership (TPP) agreement was all but concluded after five years of negotiation, **Kari Yuers** knew it had the potential to open doors for her Vancouver-based business, **Kryton International Inc.**

On the day the mega trade deal was announced, Kari was nearly 12,000 kilometres from home, visiting her company's Dubai office — one of seven locations they now have around the world. Just prior to that, she was in New Delhi to celebrate her company's 20th anniversary in India.

In many ways, Kryton is a perfect example of how free trade and a global mindset can benefit companies here in B.C. The family-run business, which manufactures and distributes concrete waterproofing systems, was founded in 1973 by Kari's father, **Ron Yuers**. In the 43 years since, Kryton has grown into a world leader in its industry, exporting its product to 48 countries and employing 85 individuals worldwide.

"Ron always knew he had to work globally," says Kari, while sitting outside a meeting room at Canada Place. "When he started the company, it wasn't like you could go on the internet and search out opportunities. He would literally get on a plane, fly somewhere, and wouldn't buy a return ticket until he sold something."

A legacy of free trade advocacy

But it wasn't just his own business that Ron wanted to connect with the world. In 1985, he was appointed Chair of a special standalone committee formed by **The Vancouver Board of Trade**. The committee, called "Freer Trade Initiatives," was established to investigate the benefits of increased trade between Canada and the U.S.

After a year of research, Ron presented a proposal to the National Chamber of Commerce Convention which outlined the many potential benefits. Subsequently, the Mulroney Conservative government created a whitepaper on the topic, and used it as an important election platform to their winning campaign.

At the time, the bilateral freer trade agreement was the largest trade agreement ever between two countries, but few realize the foundation was first laid by Ron Yuers and The Vancouver Board of Trade's board of directors.

Beyond borders

Back in the '70s and '80s, Ron was a bit of a pioneer when it came to pursuing trade opportunities abroad. These days, however, Kari says it's important — if not imperative — that businesses broaden their horizons.

"I think many Canadian companies could benefit greatly from thinking more globally, rather than just focusing on sales



L-R: Kevin Yuers (Vice President), Ron Yuers (Chairman), and Kari Yuers (President and CEO) stand outside their family business, Kryton International Inc. In 1985, Ron led a special committee of The Vancouver Board of Trade that laid the foundation for free trade agreements such as NAFTA. Today, the company exports to 48 countries globally.

in their own backyard," she says. "If we're going to be leaders, if not survivors, then we need to start thinking differently about who our customers are."

That's one thing that Kryton has done exceptionally well over the years, and it's one of the reasons their products have been used in major overseas projects, such as the Qatar Islamic Cultural Center in Doha or the luxury, five-star Marina Bay Sands resort in Singapore.

But despite their international success, Kryton still has to overcome barriers to doing business in many foreign countries, which is why an agreement such as the TPP (which would remove tariffs on Canadian products in 11 different Pacific Rim countries) is so important to their bottom line.

"It's not uncommon for us to have our

materials taxed at 40 per cent or more coming into a country," says Kari. "It's not a level playing field and it's not competitive."

Kari adds that the TPP would also reduce the regulatory hurdles her company has to jump through any time it needs to open a new office or train new employees abroad.

For those reasons, she remains optimistic that the TPP agreement will be signed by the newly elected government, to help small and medium-sized companies just like Kryton grow, compete in the global marketplace, and create jobs here in Canada.

"I think the TPP is a huge step in improving the lives of Canadians in general," says Kari. "After all, businesses aren't bad things. They're just groups of people who live and work here in B.C. and are trying to carve out a better life for themselves."



Raising The Bar: UBC's upward trajectory

Tuesday, November 17, 2015 | 11:30 a.m. – 2 p.m.

The Fairmont Waterfront Hotel, 900 Canada Place Way, Vancouver



Dr. Martha C. Piper O.C. O.B.C. Ph.D.
Interim President and Vice-Chancellor
University of British Columbia

Dr. Piper's keynote will trace the path she believes UBC should follow to become truly great, and attempt to show why it is so important for Vancouver and British Columbia that UBC pursue the goal of becoming the best university in Canada within the next decade.

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Shared Vision, Shared Responsibilities

How Canada's future is relying on our collective approach to the gateway.

Friday, November 27, 2015 | 11:30 a.m. – 2 p.m.

The Fairmont Waterfront Hotel, 900 Canada Place Way, Vancouver



Robin Silvester

President and Chief Executive Officer, Port Metro Vancouver

Join Robin Silvester as he describes how the port community envisions the future and the issues we all need to address to preserve not only the sustainability of our country's critical link to Asia, but also the livability of this great port city.

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50 years of going beyond

Whistler Blackcomb celebrates five decades of history this season

For the last five decades, **Whistler Blackcomb** has left its mark on the ski and snowboard industry. It all began in 1960 when a group of Vancouver businessmen, led by **Franz Wilhelmsen**, formed **Garibaldi Lifts Limited** with the aim of developing an alpine ski area on London Mountain, later renamed Whistler. Their dream: to one day host the Winter Olympic Games.

It took 50 years and four Olympic bids for Whistler to finally realize its Olympic dream, one of many milestones Whistler Blackcomb will celebrate during their 50th anniversary season this winter. What began as only a dream in the 60s has evolved into one of the most consistently number one rated ski resorts in North America. For Whistler Blackcomb, the 2015-16 winter season, officially scheduled to begin on Nov. 26, will be a time to reflect on the past while still looking forward at what is yet to come.

The past

Whistler Mountain officially opened for skiing in January 1966 at the current Whistler Creekside Base. Boasting the biggest vertical drop in North America and a ski season that stretched from early November until late May, Whistler Mountain opened with a four-person gondola, a double chairlift, two T-bars, a day lodge, and virtually re-invented the modern ski experience.

Fifteen years later, in December 1980, Blackcomb Mountain opened for business right next door with 24 runs and 1,240 vertical metres (4,067 feet) of largely intermediate cruising. Independently owned, Whistler and Blackcomb Mountains cultivated a healthy rivalry, each inspiring the other to be bigger and better. But it wasn't long before the inevitable happened.

In 1996, **Whistler Mountain Ski Corporation** (which owned Whistler) and **Intrawest Corporation** (which owned Blackcomb) merged to create one of the biggest and most exciting mountain resort companies in the world. A united Whistler Blackcomb began operating under a single management team the following winter season.



The present

Today, Whistler Blackcomb offers 8,171 acres of skiable terrain, 200+ runs, 16 alpine bowls, and three glaciers, all connected by the Guinness World Record-breaking PEAK 2 PEAK Gondola. Whistler Blackcomb is the largest and most visited mountain resort in North America, welcoming in excess of 2.5 million guests annually from all over the world. Since separating from Intrawest in 2010, Whistler Blackcomb has reinvested \$43 million into resort improvements to enhance the guest experience and maintain its position as the number one mountain resort in North America.

Total consumer spending in Whistler Resort generates provincial GDP of \$1.3 billion per year, resulting in excess of 13,500 jobs and 22.5 per cent of the entire annual tourism export revenue of British Columbia. Additionally, Whistler contributes approximately \$428 million in tax revenue per year (or \$1.17 million per day) to all levels of the Canadian government.

The future

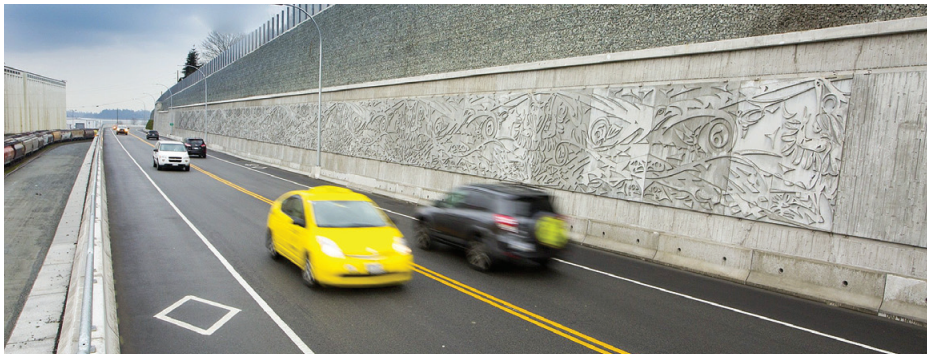
Progression and innovation have always been the driving forces behind Whistler Blackcomb's ongoing upgrades. This forward-thinking approach continues for Whistler Blackcomb's golden anniversary season.

This winter, guests can expect to see a fully renovated Rendezvous Lodge on Blackcomb Mountain, a new and improved Christine's restaurant, complete with a new menu and new head chef Steve Ramey, coming to Whistler Blackcomb this winter from the award-winning Hawksworth restaurant, and WB+, a new interactive platform connected to the resort's RFID technology that tracks guests' ski days and vertical stats.

Whistler Blackcomb has a lot to celebrate this season, but there's no question the last 50 years is just the beginning

More information about Whistler Blackcomb's 50th anniversary, including a 30-minute documentary on the resort's history, can be found at whistlerblackcomb.com/50.





Port garners high praise for Low Level Road project

Port Metro Vancouver's Low Level Road project recently received the **Institute for Sustainable Infrastructure (ISI)** Envision sustainable infrastructure rating system's Platinum Award.

The project involved the realignment and elevation of approximately 2.6 kilometres of the Low Level Road in North Vancouver, providing space for two new rail tracks. The project also eliminated three existing road and rail crossings and provided direct access to major port terminals.

In addition, the project addressed safety, recreation and noise challenges associated with port operations along the Low Level Road, including the re-configuration of three intersections and improved lanes for cyclists.

The project was designed to enhance rail and port operations as international

trade continues to grow, and to address long-standing community safety and traffic congestion challenges in the area.

Stantec Consulting, Ltd. was the principal consultant on the project, which was funded by Port Metro Vancouver, port industry, **Canadian National Railway, TransLink, Canadian Pacific Railway, and the City of North Vancouver.**

"The Low Level Road project has increased trade opportunities for Canada while providing safety, traffic flow and recreational benefits to the local community," said Port Metro Vancouver President and CEO, **Robin Silvester.**

"We are proud of the significant collaboration between funding partners, project staff and the community, and delighted to see recognition of the project's contributions to sustainability."

VBOT CEO named top chamber executive in Canada

The **Vancouver Board of Trade's** President and CEO, **Iain Black**, was named the top chamber executive in the country last month, during a special dinner hosted by the **Canadian Chamber of Commerce Executives of Canada (CCEC).**

The award was presented on Oct. 16 in Ottawa, where Black was visiting for the Canadian Chamber of Commerce AGM. The Vancouver Board of Trade's 2014-15 Chair **Janet Austin** nominated Black for the award earlier this year, but he did not know he'd won the award until that evening.

In his acceptance speech, Black said he was receiving the award while "standing on the shoulders" of many others, citing the support of other chamber executives across Canada (particularly in Toronto, Calgary and London) who offered coaching in his early days on the job.

Black also thanked his board of directors for their leadership over the past four years, for taking a chance on him as "a chamber outsider," and for showing trust in his team to get the job done over the past four years.

Next, Black thanked The Vancouver Board of Trade's Members and sponsors, many of whom who stood by the organization while it went through a few difficult years. Those Members are "the heart and



Canadian Chamber of Commerce President and CEO Perrin Beatty (right) presents the Chamber Executive of the Year Award to VBOT President and CEO Iain Black in Ottawa on Oct. 16.

soul" of The Vancouver Board of Trade and "the reason we exist."

Black wrapped up his remarks by noting that The Vancouver Board of Trade's staff and board are bound together by the "simple and steadfast belief" that what we do — and what all chambers of commerce in the country do — matters, makes a difference, and helps define the kind of communities and country we want to live in.

YVR's BorderXpress wins innovation of the year

CAPA Centre for Aviation has named **Vancouver Airport Authority's** BorderXpress self-service border solution the 2015 Airport Innovation of the Year.

Announced at the CAPA World Aviation Summit in Helsinki, Finland on Oct. 7, this prestigious award recognizes the impact of YVR's industry-leading border clearance solution on the travel experience at airports around the world.

"Vancouver Airport Authority has been a pioneer with its development of BorderXpress Automated Passport Control Kiosks, which have reduced border waiting times by over 50 per cent," said **Peter Harbison**, CAPA Executive Chairman.

YVR's BorderXpress kiosks automate the administrative portion of customs declaration, helping accelerate the process by up to 89 per cent, with no pre-registration or cost to passengers. With this increased efficiency, travellers experience shorter wait times, less congestion and faster customs processing times.

"To achieve this prestigious honour from CAPA is both an honour and a tremendous endorsement of YVR's commitment to innovation, one of our core values," said **Craig Richmond**, President and CEO, Vancouver Airport Authority, accepting the award from Harbison. "Through technologies such as BorderXpress, we are taking an active role in



Craig Richmond, President and CEO of the Vancouver Airport Authority, poses with the CAPA Airport Innovation of the Year award in Helsinki, Finland on Oct. 7.

improving the global travel experience, and we look forward to building on YVR's long-standing foundation of innovation."

First introduced at YVR's own U.S. pre-clearance facility in May 2013, BorderXpress has been embraced by airports, airlines and travellers around the world. To date, more than 700 kiosks have been deployed at 25 airports throughout North American and the Caribbean, collectively helping more than 50 million passengers safely and quickly clear the border.



Building strong communities through leadership and collaboration

Thursday, November 26, 2015 | 11:30 a.m. – 2 p.m.

The Fairmont Hotel Vancouver, 900 West Georgia Street, Vancouver



The Honourable Peter Fassbender

Minister of Community, Sport and Cultural Development
Minister Responsible for TransLink, Province of British Columbia

Minister Fassbender will discuss challenges and opportunities facing local governments in Metro Vancouver and provide his thoughts on regional transportation.

Supporting Sponsor:



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Around the Board

Clockwise from top left: 1) The Honourable Brian Gallant, Premier of New Brunswick, spoke to Vancouver Board of Trade Members Oct. 26 about shared trade opportunities. *Photo by Matt Borck* **2)** National Chief of the Assembly of First Nations, Perry Bellegarde, spoke to B.C.'s business leaders Oct. 6, sharing his vision for collaborative plan to close the gap between First Nations and the rest of the country. *Photo by Matt Borck* **3)** Andy Calitz, CEO of LNG Canada, takes part in a panel discussion on Oct. 2 with industry experts. L-R: Kim Baird, Owner, Kim Baird Strategic; Jock Finlayson, Executive Vice President and Chief Policy Officer for the Business Council of B.C.; Andy Calitz; and Iain Black, President and CEO of The Vancouver Board of Trade. **4)** The Women's Leadership Circle held an event on Sept. 30, focused on 'The Changing Face of Leadership and Partnership.' Pictured from L-R: Michael Eckford, former CKNW and Urban Rush Host; Dr. Sheryl Staub-French,

Associate Professor of Engineering at UBC; Sarah Wallis, VP/GM of iviwa, lululemon; and Maili Wong, Vice President and Portfolio Manager at CIBC Wood Gundy. *Photo by Matt Borck* **5)** In recognition of his immense contributions to B.C.'s creative economy, Frank Giustra received the inaugural Vancouver International Film Festival (VIFF) Screen Industry Builder Award at a special VBOT luncheon on Oct. 1. The award was presented in collaboration with BC Creates. Pictured from L-R: Peter Leitch, Chair, Motion Picture Production Association of BC; Frank Giustra, CEO of Fiore Group and Founder of Lionsgate Entertainment; Jacqueline Dupuis, Executive Director of VIFF; and Iain Black. *Photo by Matt Borck* **6)** A closer look at Giustra's award. **7)** Nearly 200 mentees and mentors gathered on Oct. 7 for the launch of the 2015-16 year of the Leaders of Tomorrow program. For more information on the program, visit boardoftrade.com/LOT. *Photo by Noravera Visuals*





CYP
THE COMPANY OF YOUNG
PROFESSIONALS

Project management lessons from EA sports

BY HAYLEY WOODIN

About 10 years ago, **Matt Bilbey** made a venture capitalist-like pitch to the executives at **Electronic Arts**, asking them to join him and his team on a journey to build a worldwide social network for the most popular sport on the planet.

Vision, passion and people are what ultimately led to the massive success of the company's FIFA video game series. And on Oct. 20, the senior vice-president and group general manager for EA Sports told members of **The Vancouver Board of Trade's** Company of Young Professionals what it took to manage what quickly became a valuable billion-dollar project.

Joined by colleague **Aaron McHardy**, former footballer and a producer on the FIFA video games, the teammates talked about how creating a quality gaming experience was about more than simply duplicating



what happens "between the four lines" at Wembley or BC Place stadiums.

For the fourth-biggest gaming company in the world, it was about balancing innovation and predictable quality. It was also about how to engage soccer fans around the globe and earn a market share of their time.

Bilbey not only helped take a hugely successful project from the beginning to the billion-dollar mark: he applied a project

management mentality to his own career. After working his way up from an internship with EA to become one of the company's youngest executives, the CYP Success Series guest had this to offer Vancouver's young professionals: take control of your own career and write your own personal development plan.

Hosted by the **Vancouver Aquarium**, a full house of CYP Members enjoyed a special



welcome from the organization's President and CEO Dr. **John Nightingale**, as well as a complimentary 4D movie experience.

The event was the second in a series on project management. On Nov. 20, CYP Members will have the chance to apply some of the takeaways from Bilbey's talk at a CYP Leadership Café with a to-be-revealed organization.

Young professionals interested in putting other skillsets

to good use – skills of the singing and sorting variety – can give back with CYP at Vancouver's inaugural Yule Duel on Dec. 3, and with the Lower Mainland Christmas Bureau on Dec. 5.

More details will be available at boardoftrade.com/cyp.

Hayley Woodin is a freelance journalist, and the media specialist at Kwantlen Polytechnic University. She sits on the CYP advisory committee, and chairs the program's events committee.



The Vancouver
Board of Trade

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For your generous contributions throughout October



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SBC
SMALL BUSINESS
COUNCIL



Harnessing mobile technology for small business

BY DR. GRACE LEE

On Oct. 14, as part of Small Business Month in B.C., **The Vancouver Board of Trade's Small Business Council** welcomed **Gary Semplonius**, Vice President of Business Wireless Radio and Paging at **Bell Mobility**.

With more than 10 years of leadership in IT solutions, Semplonius spoke to Members about how to supercharge their businesses with mobile technology.

Semplonius described the changing mobile landscape and urged business owners to understand how mobile technology is used by customers.

Currently, 80 per cent of Canadians (or approximately 20 million people) are smartphone users — a 19 per cent increase since 2013. Tablet users and smartphone users comprise 9.3 million and 19.7 million Canadians, respectively.

More importantly, Semplonius identified a number of key business challenges facing Canadian business owners.

First, he said there is not enough time in the day to tackle the ever expanding to do list. The result is a movement towards getting more done in less time, a challenge that is overcome by efforts to increase productivity.

Second, Semplonius said businesses

owners face challenges to grow their sales and attract new customers. Strategies to boost revenues are driven by the challenge of also controlling rising costs and manage cash flow. The internet has increased commoditization pressure on products. As a result, differentiating one's business from the competition remains a top challenge.

Through recognizable examples, Semplonius indicated that how businesses differentiate themselves will be experiential.

His four guiding principles for experiential differentiation were: how you understand your customer (i.e. **Amazon**),

giving your customer control of their experience (i.e. **Fitbit**), serving your customer as a team (i.e. **Apple**), and adapting to your customer's situation (i.e. **Uber**).

When we think about how business was conducted before the mobile revolution, we can appreciate that we have come a long ways. To stay afloat of this constantly changing mobile landscape, think about mobility and transformation.

Dr. Grace Lee is co-founder of Krimson Marketing and a Member of the Small Business Council Advisory Committee. For more information on the program, visit boardoftrade.com/SBC.



The Vancouver
Board of Trade

Welcome to some of our newest members

Companies

Alikhan Abdulla
**Alikhan Abdulla & Co. Chartered
Professional Accountant**

Sume Bains
Bains Travel Ltd.
bainstravel.com

Emily Ohler
Broadleap Solutions Ltd.

Aron Dick
Caliber Equipment
caliberequipment.ca

Marilyn Mellis
Mellis & Company CGA
Forensic Accountants

Robert Leeuwering
Nickels Cabinets
nickelscabinets.com

Regan Payne
Omnipresent Productions Inc.

Tammy Vigue
Porchlight Financial

Sharon White
Richards Buell Sutton LLP
rbs.ca

Karen Reid Sidhu
Surrey Crime Prevention Society

Calvin Sam
Tenold Transportation LP

Norma Jean
Neufeld Westcoast Wellness Centre
westcoastwellnesscentre.com

Jenifer Wright
**Westwood Plateau
Golf & Country Club**

Geoff Cargill
Cisco Systems Canada Co.
cisco.com

Sean Burke
FrontFundr

Dustin Hughes
IGL Financial Solutions Inc.
iglfinancial.com

Gillian Smith
Toronto Region Board of Trade

Steve Hnatko
Tymac Launch Service

Shannon Walker
Whistleblower Security Inc.
whistleblowersecurity.com

Therese Boullard
Boullard Consulting

Andrew Crabtree
Cooper Litigation

Tanner Elton
Transformation Solutions

Rob Autar
**WestCoast
Audio Video Gallery**

Individuals

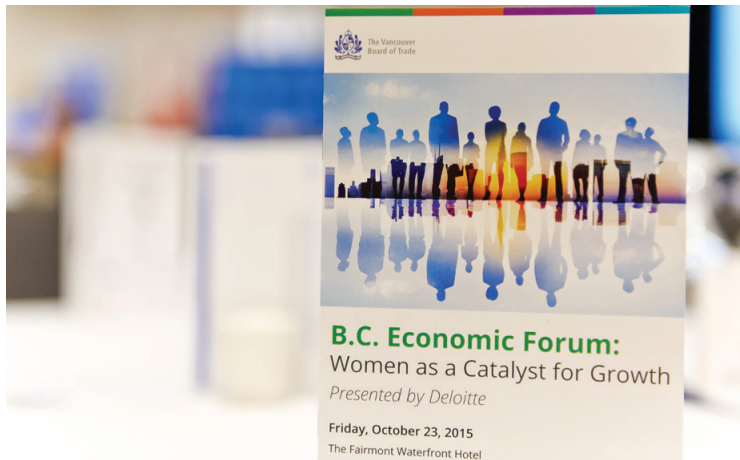
Randy Singer

Robby Jones
mynameisrobbyjones.com

Corinne Caldwell

Stephen Koke

Leadership loves company



IN FOCUS: B.C. Economic Forum 2015

– Photos by Sara Borck Photography –



Launching the Leadership Challenge

WLC initiative aims to increase the economic contribution of women in Greater Vancouver

BY KATERINA ANASTASIADIS

Over the past two years, **The Vancouver Board of Trade's Women's Leadership Circle (WLC)** has made promoting and advocating for women in their pursuit of senior leadership positions a top priority.

Great strides have been taken, including on the WLC's Call to Action to increase the number of women in leadership and board positions in Greater Vancouver.

Last fall, working in collaboration with the **WEB Alliance**, the WLC hosted the first B.C. Economic Forum.

The WLC's Call to Action informed both the forum's contents and its final report of key recommendations to industry, government and individuals. In addition, the WLC used the B.C. Economic Forum's key recommendations to develop its own



Katerina Anastasiadis

Leadership Challenge, which was launched in Spring 2015.

The Leadership Challenge was a questionnaire and best practices survey that gathered valuable insights and data on organizations and individuals and their promotion of women's leadership.

The WLC asked participants what they have been doing to grow the number of women in senior leadership, as entrepreneurs and in non-traditional jobs and emerging sectors.

According to the survey's results, here are the top three areas in which organizations and individuals are performing well:

Organizations

- Offering flexible work practices to support work-life balance, family needs, and to increase work satisfaction.
- Developing champions, advisors and sponsors for women entrepreneurs.
- Integrating flexibility and respect into workplace culture, policies and practices.

Individuals

- Taking up opportunities to challenge and re-frame ingrained

practices towards greater inclusion of women.

- Mentoring and championing young women.
- Being a leader in creating a respectful workplace.

The survey also identified the following top three areas for improvement:

Organizations

- Having talent management systems, practices and policies to support a pipeline of women leaders and diversity in business.
- Providing funding to and investing in women-led ventures.
- Developing policies and practices to increase participation and inclusion of Aboriginal and immigrant women.

Individuals

- Focusing personal investment and consumer power on

companies with diverse boards and senior leadership teams.

- Engaging with youth through local high schools to provide mentorship in learning about entrepreneurship/business.

• Speaking to elementary and secondary schools about personal experiences, career and opportunities in STEM and skilled trades.

The WLC is pleased to be relaunching a second round of our Leadership Challenge this year, on the heels of B.C. Economic Forum 2015, which was held on Oct. 23.

For more information on the WLC Leadership Challenge or how you can get involved, email wlc@boardoftrade.com or visit boardoftrade.com/wlc.

Katerina Anastasiadis is Director, Immigration and Government Relations, for the Vancouver International Maritime Centre. She is also Chair of the WLC's Policy Sub-Committee.

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