



SOUNDING BOARD

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

“In 2013, I anticipate seeing a notable increase in our policy output and our resulting profile.” President and CEO Iain Black, pg. 8

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The call for mobile business licences

Program could reduce expenses and regulatory burden on Vancouver’s small businesses

BY KEN MARTIN

It’s the beginning of a new calendar year — a time when many British Columbians make resolutions and set goals for personal growth and achievement.

The Vancouver Board of Trade is no different. Over the past few months, our organization has identified a number of policy initiatives — or goals — that we plan to pursue in 2013 on behalf of the city’s business community. One of our top priorities is to generate discussion around the potential for inter-municipal mobile business licences.

Simply put, a mobile business licence allows a business to operate across a number of participating municipalities and regional districts. For example, it could allow a plumber to do business in both Vancouver and Richmond, or a landscaper to do business in both Vancouver and Burnaby, without the need to get a business license from each municipal government. Such a system could streamline and simplify the licensing process for small businesses, while reducing costs and making it easier to do

business in British Columbia.

Over the past year, The Vancouver Board of Trade’s Small Business Council has been investigating the potential for mobile business licenses in our region, under the leadership of **Mark Hoag**. Through the **BC Chamber of Commerce**, we have been able to connect with other organizations across the region — including the **Richmond Chamber of Commerce** and the **Delta Chamber of Commerce** — who have also expressed interest in this area.

There are already a number of regions in British Columbia that have implemented inter-municipal business licenses, including the Capital Regional District on Vancouver Island, the Lake Cowichan Area, the Okanagan-Similkameen region, and the neighbouring communities of North and West Vancouver.

Under the Okanagan-Similkameen model, for example, the cost of a mobile business licence is \$150. Once obtained, that licence allows the mobile business — be it a contractor, mechanic, caterer or photographer — to work in all nineteen participating

municipalities and regional districts. Local governments retain all revenue generated by the sale of mobile business licences, and businesses remain responsible for complying with the bylaws of each municipality and regional district in which they operate.

“The evidence has shown that this is a winning strategy for the communities that have adopted it so far.”

According to the BC Chamber of Commerce, each of these areas has experienced greater compliance rates since launching their mobile licence programs, while reducing the amount of paperwork for municipal staff. Meanwhile, businesses in those communities have benefited from the reduction in expenses and red tape, and have been able to expand their business into new markets.

What’s more, the provincial

government has said it fully supports Mobile Business Licence Agreements in British Columbia, and has committed to providing support to any municipalities interested in implementing one. The Small Business Branch of the **Ministry of Jobs, Tourism and Innovation** will provide a free online application, will conduct a revenue analysis, and will assist with the mechanics of implementing a Regional Mobile Business Licence Agreement.

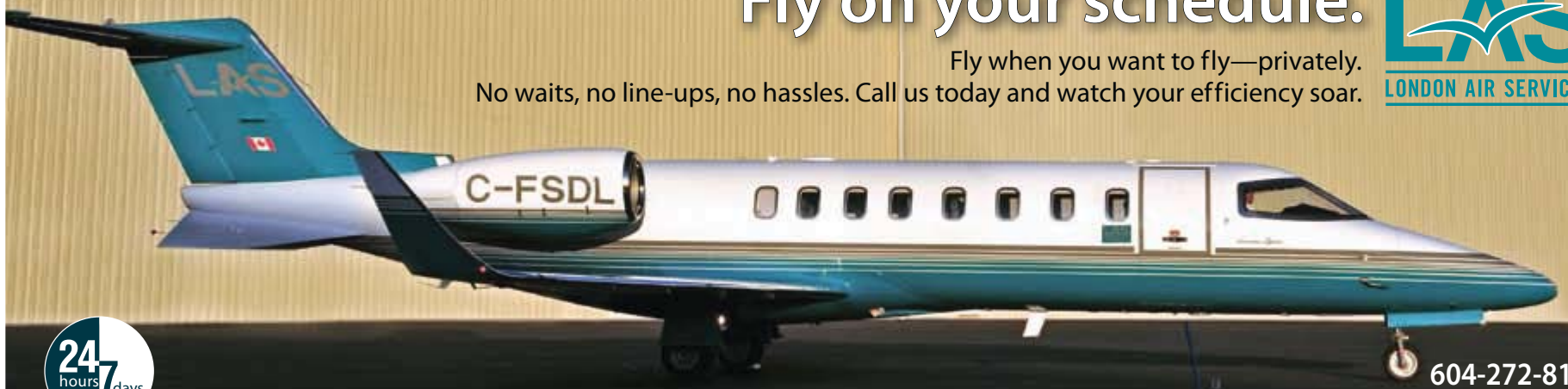
The evidence has shown that this is a winning strategy for the communities that have adopted it so far. Whether such a system could work in Metro Vancouver remains to be seen, but our organization believes it’s worth investigating, in an effort to foster business growth and success across our region, and to ease the regulatory burden on our small business members.

We look forward to working with our sister chambers and boards of trade, as well as the **City of Vancouver**, on this issue in 2013.

Ken Martin is President and CEO of Pacific Blue Cross and Chair of The Vancouver Board of Trade.

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Board hosts 24th annual Economic Outlook

Forum will feature leading CEOs, economists, and four provincial MLAs

Join **The Vancouver Board of Trade** on Jan. 17 for the annual Economic Outlook Forum and get a jump start on 2013.

For 24 years, The Board's Economic Outlook Forum has been a barometer for business conditions in British Columbia. Hundreds of business owners and executives gather each January, to learn about the coming year's obstacles and opportunities from leading analysts, economists, and political

leaders.

Gain timely and topical insight that will position your business for short and long-term success, even during volatile economic times, during this first moderated discussion of the 2013 B.C. Election lead up.

This year's roster of expert speakers includes breakfast keynote **Doug Porter**, Chief Economist for **BMO Capital Markets**, who was named Canada's top economic forecaster last

year by **Bloomberg News**.

Following the breakfast, join us for a political panel discussion featuring **Michael de Jong**, B.C.'s Minister of Finance and **Pat Bell**, B.C.'s Minister of Jobs, Tourism and Skills Training, sharing the stage with **Carole James**, MLA for Victoria-Beacon Hill and Critic for Social Development, and **Bruce Ralston**, MLA for Surrey-Whalley and Critic for Finance and Public Accounts.

This stellar roster of politicians will be moderated by **Rick Cluff**, host of **CBC Radio One's Early Edition**, and should provide for a spirited discussion.

The programming will be rounded out with a luncheon panel discussion, featuring the views of some of British Columbia's top business leaders, including **Tamara Vrooman**, CEO of **Vancity Credit Union**, **David Podmore**, President and CEO

of **Concert Properties**, **Wynne Powell**, President and CEO of **London Drugs**, and **Sue Paish**, CEO of **LifeLabs Inc.**

The Business Leader moderated panel will help bring practical information and provide you with the connections your business needs to be in the best position for the economic climate of 2013.

For more information, including how to register, visit www.boardoftrade.com.

EVENTS CALENDAR UPDATE

See our full events calendar at boardoftrade.com



THURSDAY, JANUARY 10, 2013

Members' Reception at Zipcar

5 – 7 p.m.
Zipcar

Host Sponsor: Zipcar

TUESDAY, JANUARY 15, 2013

Company of Young Professionals Development Night: Whole Brain Leadership

5:30 – 7:30 a.m.
BCIT Downtown

WEDNESDAY, JANUARY 16, 2013

Networking Breakfast Series — Orientation and Roundtable

7 – 9 a.m.

Renaissance Vancouver
Harbourside Hotel

THURSDAY, JANUARY 17, 2013

Leaders of Tomorrow: Speed Networking Night

5 – 7 p.m.

Host and Sponsor:
Beyond Restaurant + Lounge

THURSDAY, JANUARY 17, 2013

Members' Reception at Molson Brewery

5 – 7 p.m.

Host and Sponsor:
Molson Brewery

THURSDAY, JANUARY 17, 2013

2013 BMO Economic Outlook Forum: Fast Forward to the Future

8 a.m. – 2 p.m.

Vancouver Convention Centre
— West Building

KEYNOTE

Douglas Porter, CFA, Managing Director, Chief Economist, BMO Capital Markets

POLITICAL PANEL

The Honourable Michael de Jong, Q.C., Minister of Finance, Province of B.C.

The Honourable Pat Bell, Minister of Jobs, Tourism and Skills Training, Province of B.C.

Carole James, MLA, Victoria-Beacon Hill, Critic for Social Development

Bruce Ralston, MLA, Surrey-Whalley, Critic for Finance and Public Accountss

BUSINESS LEADERS PANEL

David Podmore, President and CEO, Concert Properties

Tamara Vrooman, CEO, Vancity Credit Union

Sue Paish, CEO, LifeLabs Inc.

Wynne Powell, President and CEO, London Drugs Ltd.

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CGA - BC, London Air Services

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THURSDAY, JANUARY 17, 2013

Women's Leadership Circle Miss Representation Screening

6 – 9 p.m.

Sauder School of Business

TUESDAY, JANUARY 22, 2013

Real Estate Panel 2013: Western Canadian Urban Development

7:15 – 10 a.m.

The Westin Bayshore
— Grand Ballroom

BREAKFAST KEYNOTE

Dianne Watts, Mayor, City of Surrey

PANELLISTS

Andrew Grant, President and Founding Partner, PCI Group

Peeter Wesik, President, Wesgroup

Presenting Sponsor:
TD Bank Group

THURSDAY, JANUARY 31, 2013

The Oil Sands Story: Following Bitumen from Mining to Market

7:30 – 2 p.m.

The Fairmont Waterfront
— Waterfront Ballroom

KEYNOTES

Ian Anderson, President, Kinder Morgan

The Honourable Rich Coleman, Minister of Energy, Province of B.C.

Surrey Mayor headlines real estate event

The Vancouver Board of Trade will host its annual Real Estate Panel on Jan. 22.

Exploring the theme of Western Canadian Urban Development, this vibrant discussion will provide important insights into the current climate, key challenges, and forecasted trends for the real estate sector in Vancouver and across the West Coast.

First, hear from the Mayor of B.C.'s fastest growing city — Mayor **Dianne Watts**, City of Surrey — as she provides an update on her capital projects plan, Build Surrey. Find out what the City of Surrey is doing to balance future growth with sustainability, while continuing to improve the quality of life for people living and working in the community.

Watts's address will be fol-

lowed by an esteemed panel featuring three of Western Canada's leading real estate experts who represent commercial, industrial and residential holdings.

The panel includes **Andrew Grant**, President and Founding Partner of **PCI Group**, **Eugen Klein**, Commercial Real Estate Investment at **Klein Group** and President of the **Real Estate Board of Greater Vancouver**, and **Peeter Wesik**, President and **Wesgroup**.

The discussion will be moderated by **Gordon Price**, Director of The City Program at **Simon Fraser University**.

This event will generate a very interactive and dynamic discussion that you don't want to miss.

For more information, visit www.boardoftrade.com/events.

Who do you trust?

The growing crisis in the Middle East, increasing opposition over energy projects, and a long list of financial and banking scandals shows there is growing skepticism and lack of trust in public institutions.

The **Edelman Trust Barometer**, a survey of more than 35,000 people in 26 countries, has tracked and measured trust and credibility in business, government, media and not-for-profit organizations for 13 years.

Each year, the survey results are released to the government leaders and business executives from across the globe at

the **World Economic Forum** in Davos, Switzerland.

Join **The Vancouver Board of Trade** on Feb. 6 as **John Clinton**, CEO of **Edelman Canada**, presents the 2013 Canadian data, which shows how our country ranks globally, and more importantly, what is going on with trust here at home.

Clinton's presentation will be followed by an expert panel discussion and audience participation around what it means for local and national businesses here in Vancouver.

Register for this event online at www.boardoftrade.com/events.

Register now at boardoftrade.com/events

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

E-mail: hsharpe@boardoftrade.com

Natural gas sector a key economic driver

Spectra and FortisBC executives share insights with members of The Vancouver Board of Trade

The natural gas industry is a critical component of B.C.'s economy and a key revenue source for B.C.'s provincial treasury. Recent innovation and new technologies have unlocked the potential for natural gas exploration and production in northeast British Columbia, which will help to grow and diversify the province's economy.

In a recent address to members of **The Vancouver Board of Trade**, **Doug Bloom**, President of **Spectra Energy Transmission West**, and **John Walker**, President and CEO of **FortisBC**, said the natural gas sector is creating jobs, innovations and new energy solutions. And that's just the beginning.

Bloom noted that B.C. has more than 100 years of supply at current production rates and, according to the **National Energy Board**, the province's production has the potential to exceed Alberta's before this decade is out.



Doug Bloom, President of Spectra Energy Transmission West, and John Walker, President and CEO of FortisBC, take questions from the audience at The Vancouver Board of Trade's recent event "Natural Gas: Benefits for B.C." Photo by Greg Hoekstra.

However, the United States is Canada's only current export market for natural gas, meaning that new markets must be developed domestically and abroad if the industry is to reach its full potential, Bloom said.

"Exporting natural gas to the world's fast-growing economies

will grow B.C. and Canadian jobs dramatically, and infuse federal, provincial and municipal treasuries with much-needed new tax revenues to support public programs important to all of us," he said.

"The bottom line is that there is economic and environmental

opportunity literally under our feet in B.C. and we would be foolish and short-sighted not to safely and responsibly develop them for the welfare of the province."

The natural gas sector also has the potential to transform other industries and that will benefit all British Columbians in the long run.

Walker noted that key innovations are happening in the transportation industry in the field of natural gas-powered vehicles.

"With a low-cost and abundant fuel supply, natural gas can reduce costs for operators, lower emissions from the province's largest GHG source and provide benefits to consumers," he said.

He noted that both Surrey and Abbotsford contract out waste haulage to firms employing natural gas-powered fleets, which have lower operating costs.

"In both cities, we will see a

direct local benefit to local taxpayers, by helping municipalities manage their costs."

Another innovative solution that FortisBC is pursuing uses natural gas and thermal energy technology to heat schools, which provides cost savings for school districts across B.C.

To increase energy literacy about the natural gas industry in B.C., Spectra Energy and FortisBC are partnering to launch the new natural gas education program, which will visit community and business organizations around province starting in the New Year.

To schedule a presentation in your community, please call Sarah McCullough at 604-488-8095 or David Bennett at 604-592-7850.

For a full photo gallery from The Vancouver Board of Trade's event "Natural Gas: Benefits for B.C." visit facebook.com/vancouverboardoftrade.

Exploring the truth about bitumen

Metro Vancouver residents short on facts regarding oil tankers and oil pipelines, says engineer

BY JOHN HUNTER

Misinformation is being widely spread in Metro Vancouver and beyond regarding the export of "dilbit," or diluted bitumen.

Bitumen, a very thick crude oil produced from the Alberta oil sands, is diluted post-production with condensate, a light liquid by-product of natural gas processing, to make it thin enough to flow. Today, bitumen is exported only to the U.S. In the future, it will be pipelined to the B.C. coast — if several proposed projects materialize — and then shipped by tankers to offshore markets.

These proposals — one by **Enbridge Inc.** and one by **Kinder Morgan Canada** — are intended to reduce our risky reliance on a single market — the U.S. — for our various crude oils. If the soft-wood lumber debacle taught us anything, it was that we shouldn't rely on a single customer.

An unfortunate outcome of this misinformation will be, in my view, damage to the credibility of the legitimate environmental movement. Let me give a few examples of misinformation.

Claims that dilbit leaking



John Hunter

from a pipeline or tanker into the water separates immediately into bitumen and a toxic cloud is fiction. Some of the light diluent will gradually evaporate, but it is harmful only if people stay in the area downwind for some time. Significant exposure can cause nausea, headaches, and respiratory problems, and people may need to leave the area, depending on the situation. Over a few days, the fumes dissipate.

Like table salt, which is toxic above certain limits, it's all about the dose. As to the claimed threat

of toluene and benzene risk, their concentration in dilbit is less than one per cent — or one-thirtieth of that in the gasoline you pour into your lawn mower.

Many anti-bitumen groups claim that bitumen quickly sinks to the bottom and therefore can't be recovered. Some undiluted heavy crudes may sink to the bottom of a fresh water body, but the **U.S. Environmental Protection Agency** has concluded that typical Canadian dilbit should not sink in fresh water or especially in our denser salt water.

If all light material in the crude evaporates and no cleanup is undertaken, some sinking could occur. However, the final result depends on the crudes shipped. A turbulent fresh water river could cause such problems (agglomeration with the muddy banks forms particles that can sink, as at Kalamazoo).

Many claim that oil pipelines exporting Canadian crude oil contribute to global greenhouse gas emissions with potentially "disastrous consequences." This is oversimplistic and largely untrue.

This thesis assumes that if Canadians refuse to sell crude oil

to China, for example, that the Chinese will not buy the commodity elsewhere. This is a ridiculous assumption; they will buy the commodity from another supplier, and the world greenhouse gas emissions will stay approximately the same. There might be slight differences in GHG emissions due to the crude's quality or the relative cleanliness of local production and transportation practices, but these differences are generally small on a "wells to wheels" basis, particularly since the customer will probably buy an equivalent crude compared to the one we refused to supply, to match their refinery configuration.

Most Metro Vancouver residents are unaware that tankers have run crude oil and petroleum products through Vancouver Harbour since 1915 (the start-up of Imperial's Port Moody refinery) without incident.

Few know that 70 per cent of B.C.'s crude and petroleum products are imported by a combination of tankers and pipelines — some of these products are oil-sands based. Petroleum products for Vancouver Island and Haida Gwai are tankered there and to

many other B.C. ports. If these tankers and pipelines did not exist, we would all be walking or riding bicycles, and we would have no way to get food and other goods to citizens.

In this near century of B.C. tanker operations, we have not had one tanker spill accident (except Canola oil), including in the decades before GPS, radar, electronic depth finders, pilots, and tethered tugs. Why do the bitumen opponents never mention these facts?

There is room for debate, and errors in information will occur, but let's try to stick to the facts, and skip the hyperbole.

John Hunter is a semi-retired chemical engineer who worked in the energy industry, including heavy oil, oil sands and petroleum refining in Canada, Venezuela, Mexico and Asia for over 40 years.

The Vancouver Board of Trade has not yet taken a position on the Canadian oil sands. On Jan. 31, The Board of Trade will host the half-day forum, "The Oil Sands Story: Following bitumen from mining to market." For more information, including how to register, visit www.boardoftrade.com/events.

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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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member news

Workplace bullying: The silent epidemic

BY RAY WILLIAMS

Workplace bullying has become a silent epidemic North America, one that has huge hidden costs in terms of employee well-being and productivity.

Also known as psychological harassment or emotional abuse, bullying involves the conscious repeated effort to wound and seriously harm another person not with violence, but with words and actions, such as blaming for errors, unreasonable work demands, insults, putdowns, stealing credit, threatening job loss, and discounting accomplishments.

How serious is the bullying problem in the workplace? In two surveys by the **Workplace Bullying Institute** (WBI) and **Zogby International**, 35 per cent of workers said they had experienced bullying first hand — and 62 per cent of the bullies were men.

A **Harris Interactive** poll conducted in 2011 revealed that 34 per cent of women reported being bullied in the workplace.

Who are these bullies? The WBI concluded that while perpetrators can be found in all ranks within organizations, the vast majority are bosses/managers, supervisors, and executives.

What's the impact of bullying behavior?

Bullies create a terrible toll within an organization. Their behavior leads to increased levels of stress among employees, higher rates of absenteeism and higher than normal attrition. One study by **John Medina** showed that workers stressed by bullying performed 50 per cent worse on cognitive tests. Other U.S. studies estimate the financial costs of bullying at more than \$200 billion per year.

According to the WBI, 40 per cent of the targets of bullying

never told their employers, and of those that did, 62 per cent reported that they were ignored. According to Dr. **Gary Namie**, research director at WBI and author of *The Bully at Work: What You Can Do to Stop the Hurt and Reclaim Your Dignity on the Job*, 81 per cent of employers are either doing nothing to address bullying or actually resisting action when requested to do something.

What kind of people are bullies in the workplace?

"Bullies typically possess a Type-A personality; they are competitive and appear driven, operating as they do from a sense of urgency," says **Lisa M.S. Barrow**, author of *In Darkness Light Dawns: Exposing Workplace Bullying*.

"Above all, bullies crave power and control, and this craving underlies much of what they do, say and fail to do and say. Bullies use charm and deceit to further their own ends and seem oblivious to the trail of damage they leave behind, as long as their appetites for power and control are fulfilled."

So what's being done about workplace bullying?

Robert Sutton of Stanford University encourages organizations to do something about it. Among the companies that keep the jerks out are **Google**, with a "no jerk" policy, and business software company **Success Factors**, who have instituted a similar rule which includes lengthy job interviews and probing questions designed to uncover brow-beating tendencies.

Robert Mueller, author of *Bullying Bosses*, and **Marilyn E. Veincentotz**, author of *How Organizations Empower the Bully Boss* contend that both organizations and employees need to confront bully bosses and refuse to accept their bullying behavior.



Ray Williams, President, Ray Williams Associates

In the U.S., 20 states are now exploring legislation that would put bullying on the legal radar screen. In Canada, the provinces of Ontario, B.C., Saskatchewan and Quebec have passed legislation that addresses workplace bullying, although both countries are far behind countries in Europe and New Zealand.

The forthcoming federal legislation on mental health in the workplace, which establishes voluntary standards for mental health across Canada, will address the issue in a related way.

One thing is for sure, employers should be fully aware that employees who are bullied and harassed have available to them civil remedies that can be a significant cost to employers, which can be added to any additional costs as a result of medical claims or stress leaves.

But beyond that, employers need to address the legitimate need to provide healthy workplaces that promote the well-being of employees.

Ray Williams is president of Ray Williams Associates and vice-chair of The Vancouver Board of Trade. For more info visit www.raywilliamsassociates.com.

Creating a healthy corporate culture

lululemon CEO shares her company's story with The Board of Trade

As CEO, **Christine Day** is responsible for creating and executing **lululemon athletica's** long-term business strategies, directing the company's continued development, and

reinforcing lululemon's position as a global leader of yoga-inspired athletic apparel.

Join **The Vancouver Board of Trade** on Feb. 28 as Day shares her personal journey and

values, as well as the lululemon athletica business model and its economic story in its hometown, Vancouver.

For more information, visit www.boardoftrade.com/events.

Teaching tomorrow's doctors today

BY DR. JOHN DIGGLE

On some days, Dr. **Stacey Erven** may arrive at **Surrey Memorial Hospital** at 8 a.m. for rounds, then spend the day seeing patients at a family practice before heading home at dinner time. She may order tests for a senior with diabetes address a skin rash or conduct a physical exam.

On other days, she may arrive at the hospital at 7:15 a.m. for an on-call shift in obstetrics, assist with several births and go home 24 hours later.

Such is the varied life of **University of British Columbia** (UBC) medical residents, who – along with medical students and doctors pursuing fellowships – will soon have an even greater presence at Surrey Memorial Hospital (SMH). The hospital's teaching status will expand in 2014 with the opening of a full clinical academic campus in the new Critical Care Tower.

The new academic campus will feature a 120-seat lecture theatre, clinical skills rooms, video conference/seminar rooms, study stations, a library, lounge, administration offices, sleep rooms, lockers and showers.

As a neurologist at SMH and UBC's site director for medical education, I am already accustomed to seeing more than 70 students and graduates a month come through our doors for training. They gain valuable hands-on experience as medical students, and after graduating they delve into detailed specialty training during their residency. Many go on to pursue additional training after residency in a sub-specialty area during a fellowship.

Regardless of where they are in their education, having trainees in the hospital forces us to re-examine our approach to care

and what that care means. As students, their natural sense of curiosity infuses the conversation with ideas that we might not have thought of before; and patients benefit from better communication about their care as trainees force us to be more accountable and transparent in our decision-making — why are we doing what we are doing?

Patients though are not the only ones to profit from the hospital's increased academic focus. Students conduct research, take part in community engagement projects, and in general raise the academic profile of the hospital and community.

A rich academic environment is also key to recruiting and retaining doctors. Trainees get to see what we are doing clinically, and also have the opportunity to see what the community has to offer. This is a powerful tool when it comes to recruitment and in today's day and age where we are constantly dealing with shortages of doctors, this is significant.

Let's face it, it's hard not to love a place that you've spent the last couple of years in, getting linked into the medical community, growing attached to patients and the community in general.

It's wonderful to feel like you're part of something bigger and that you are contributing to the overall wellness of a community.

This is the experience we hope to offer our medical students, residents, and fellows. I can't think of a better reason to support the continued development of clinical academic campuses like this one in Surrey, can you?

Dr. John Diggle is a neurologist at Surrey Memorial Hospital and UBC's site director for medical education.



Dr. John Diggle is a neurologist at Surrey Memorial Hospital and UBC's site director for medical education.



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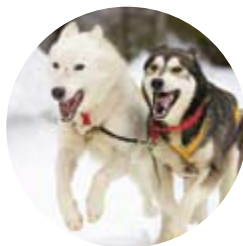
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Premier gives post-budget address on Feb. 20

B.C. Premier **Christy Clark** will give an official address to **The Vancouver Board of Trade** on Feb. 20, following the tabling of the 2013-14 Budget.

Clark will provide the city's business community with an overview of the recently unveiled budget and an update on the state of B.C.'s economy.

Don't miss this opportunity to hear from B.C.'s top elected official about how the 2013 Budget will aim to support your business — and your family — by fostering economic growth, job creation and skills training.

Reserve your tickets today at www.boardoftrade.com/events.

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The Vancouver Aquarium's president and CEO Dr. John Nightingale, left, with the Aquarium's founding director, Dr. Murray A. Newman, after whom the Aquarium's conservation awards are named. **Photo courtesy of the Vancouver Aquarium.**

Aquarium awards recognize conservation work

In recognition of leading researchers and conservationists who have made invaluable contribution to understanding and conserving our irreplaceable Western North American aquatic ecosystems, the **Vancouver Aquarium** will be awarding two **Murray A. Newman Awards** at an annual gala on Jan. 24.

Now in its 18th year, the Murray A. Newman Award was created in 1995 as a tribute to the retirement of the Vancouver Aquarium's founding director, Dr. Murray A. Newman.

This prestigious award is presented every year to celebrate significant aquatic research and conservation work conducted in British Columbia. B.C. residents involved in conservation and research efforts elsewhere are also eligible.

Determined by the research committee of the Vancouver Aquarium's board,

two "Murrays" are presented every year – one for significant advances in aquatic research and the other for significant achievement in aquatic conservation.

"The annual Vancouver Aquarium Murray A. Newman awards dinner is a unique opportunity to celebrate passion and dedication as well as significant contributions to the conservation of aquatic life made by remarkable individuals," said Dr. **John Nightingale**, president and CEO of the Vancouver Aquarium.

"This year's recipients are known to be making a difference in our world and greatly contributing to the advancement of aquatic science and marine conservation."

Find out who will be receiving this year's Murray A. Newman Awards at the annual gala on Jan. 24. For more information, or to purchase tickets, visit www.vanaqua.org/manawards.

UBC, SFU to further global sustainable mining practices through \$25M institute

The **University of British Columbia** and **Simon Fraser University** will lead an international coalition to help developing countries benefit from their natural resources in environmentally and socially responsible ways.

The establishment of the **Canadian International Institute for Extractive Industries and Development (CIIEID)**, funded by a \$25-million grant from the **Canadian International Development Agency (CIDA)**, was announced in 2011 with an aim to sharing Canadian expertise in extractive industries. The selection of UBC and SFU to operate the Institute was announced in late November by the Honourable **Julian Fantino**, Minister of International Cooperation.

"The new institute will build on Canadian leadership in the management of natural resources in developing countries, which is critically important for sustainable economic growth," said Fantino.

"Universities have – and must continue to play – an integral role in bringing forth new knowledge," added UBC president **Stephen Toope**. "UBC and SFU are uniquely positioned to lead in sharing and applying research and best practices in extractive industries to make indelible impacts."

In 2008 alone, exports of oil and minerals from Africa, Asia, and Central America

were valued at \$1 trillion. Canadian companies, many headquartered in Vancouver, B.C., dominate the world's mineral exploration and Canada relies heavily on its resource industries.

UBC's research and education in the extractive sector spans nearly a century, with a strong emphasis over the past decade placed on sustainable development and corporate social responsibility through its **Norman B. Keevil Institute of Mining Engineering**.

SFU's **Beedie School of Business** offers Canada's longest-standing Executive MBA program for sustainable mining, and houses the Responsible Minerals Sector Initiative, fostering dialogue for the extractive sector.

"Drawing upon our strengths in international governance, dialogue and management, this new Institute will support the development of extractive resource governance processes that advance sustainable economic growth and poverty reduction in developing countries," said SFU president **Andrew Petter**.

Among the first tasks of the CIIEID include a strategic analysis of the sector, delivering of educational courses in Canada and overseas, and two conferences. The initial activities will focus on countries in Latin America, Sub-Saharan Africa and Asia.

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Welcome to some of our newest members

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CEO reflects on a year of reinvention

BY JEFF CLOWERS

Now in its 125th year, **The Vancouver Board of Trade** has long strived to promote the development of commerce and travel across B.C. and around the world.

With thousands of members and 11 policy committees, the organization is one of Western Canada's largest, most active, most engaged business organizations, but it's also one that's in a state of transition, under the leadership of new President and CEO, **Iain Black**.

As 2012 drew to a close, Black took the time to reflect on the past year, which saw significant growth, new events, and important structural changes.

One of the year's more popular luncheon events was "A Conversation with Sir Richard Branson," where interest in the event quickly exceeded initial projections and grew to one of the largest in Board of Trade history.

"When you get someone of a global calibre, like **Sir Richard Branson**, who is willing to work with us and share a message with the members of The Vancouver Board of Trade, there's

no question that that will draw from a much larger audience than just our many members," says Black.

"We anticipated comfortably putting 1,000 people in the room and we hit 1,400. We were very, very pleased with that. [The event] turned out to be a wonderful spectacle, in a good sense of the phrase."

While the event was viewed publicly as a coming out party of sorts for a "new" Vancouver Board of Trade, Black believes there is still more to be done in the organization's transformation — something he anticipates will take another year.

"The transformation of this organization is something that needed to happen at the financial level, at a cultural level within our organization, and it's an evolution that has to be visible with respect to our profile and relevance in the broader community," says Black.

"For 12 months we have been materially reinventing ourselves to reclaim our historic role as the 'go-to' organization for not just the established businesses of yesterday and today, but the future business leadership of

tomorrow; and both for small business owners, right through to the leaders of our larger corporate entities. That's the exciting transformation that is currently taking place."

"The strategy for getting us there includes the total reinvention of our famous events business, which we are going to roll out in 2013. The new approach will include a more contemporary 'look and feel', and more strategic relationships with the various marketing partners and sponsors that we are privileged to have. The transformation also includes another overhaul of our member benefits lineup, to enhance even further the financial savings that for most members currently directly pay for the cost of VBOT membership. As it stands now, your VBOT membership gets you access to the most competitive pricing you can get on many of the 'business basics' that every small to midsize business purchases every day."

Those benefits include fleet pricing on new automobiles from 18 manufacturers, discounted credit card and debit card merchant fees, payroll services and a group insurance/benefit pro-

grams for employees, involving not only the lowest rates but also customized solutions for the very smallest of companies — financial benefits that many businesses simply cannot obtain without being Members of The Vancouver Board of Trade.

One Member benefit Black finds particularly compelling is the saving of 3.5 cents per litre of fuel. In the context of any small company with a single truck or a fleet of vehicles, these savings can easily reach thousands of dollars each year and more than cover the cost of the small business's membership.

Beyond its fabled events business and an ongoing refresh of Member benefits, the policy development branch of The Vancouver Board of Trade also started going through significant change in 2012.

"The introduction of the board of director's Policy Council has been resoundingly endorsed by our committee chairs and members as being a great step forward. It positions us to revisit the fundamental mechanics of our policy development process, and the member committee engagement experience. In 2013,

I anticipate seeing a notable increase in our policy output and our resulting profile in the minds of our members and, by extension, the business community, the media and all three levels of government."

Black refers to the new and more contemporary events model, a refreshed approach to policy development and member committee work, and delivering a materially higher membership value proposition via both Member benefits and networking opportunities as his 'holy trinity'.

"If we achieve those three things while completing the restoration of our finances back where they need to be, then the transformation will be largely complete."

Driving significant change in a short time frame via tough and disciplined choices is difficult but 2012 saw significant progress at the Board on every front, something Black believes his background in the technology industry prepared him for.

"I think if I can draw anything from my experience in technol-

TURN TO PAGE 9

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Vancouver Board of Trade heads into 2013 with new events strategy, evolving policy approach, and new suite of benefits for its members

CONTINUED FROM 8

ogy, it is being very comfortable leading a very rapid rate of change, making some very key decisions very quickly with imperfect information, and having the capacity to then monitor the impact of those decisions and adjust as more information reveals itself. My experience will also come in handy as we prepare to replace our back-end production systems, which will happen in the first half of 2013, consolidating as many as 17 different computer systems down to one. This is a very strategic investment that will directly and immediately enhance our ability to serve our thousands of members and various partners.”

“I suspect my experience will also manifest itself in a thoughtful refresh of our entire online strategy, whether it’s through our website, or through our other social media tools such as Facebook, Twitter LinkedIn, etc.”

While an online presence may be a big part of its future, Black says The Vancouver Board of Trade has also seen great success recently with a resurgence in its

monthly newspaper, *Sounding Board*, which is now published 12 months per year (up from 8 last year) and now distributed in *Business in Vancouver* newspaper — a move that tripled its circulation.

“The quality and consistency of the publication has increased substantially, yet I feel we’re probably only about halfway to where I think we can get. Our evolving and strengthening partnership with BIV, and the feedback that I’ve been getting - in some cases via random exchanges with complete strangers on the street - tells me that we’re on the right path. We will put more attention to *Sounding Board* and, indeed, our communications and branding in the next 12 months.”

When asked what he thought was a notable achievement of the year, Black jokes about the complexity of working with a world-renowned billionaire (Sir Richard Branson, “... a conference call involving literally four different time zones at once!”), before finally settling on The Vancouver Board of Trade’s immensely successful Golf Classic, presented by **Scotiabank**.

“Anyone who’s been to a golf tournament knows they can range in quality quite dramatically. In addition, it often takes five to six years before a tournament really gets traction and becomes an established event. This year was only our second year organizing a golf tournament, and yet I had two dozen or more people come up to me and say it was the finest organized and most engaging tournament they’ve been to in years. There were lots of fun and engaging activities throughout the day, and it had the feel of a golf tournament that’s been around for decades,” says Black.

Black attributes the event’s quick success entirely to the people around him, notably in the boardroom, but also the staff room.

“The Vancouver Board of Trade team responded to a fairly dramatic restructuring in early January, seeing the team substantially reduced and rebuilt with new faces and skills. Our staff and our directors have responded to the call to action to take this organization forward in a meaningful way, and to do so quickly. Without

doubt, the biggest overall point of pride for me in 2012 is the performance of my colleagues. They have absolutely hit it out of the park, ‘buying in and stepping up’. They know we’re only halfway through our reinvention, but they are tenacious, they’re focused, they’re skilled, and they believe that what we do for our Members matters. I see their determination every time that I walk in the door.”

In a business landscape that is constantly changing, it’s sometimes difficult to look ahead even just one year, but Black already has a vision for where The Vancouver Board of Trade could be 125 years after its 125th anniversary.

“If we continue along our current path, I believe this organization will establish and then leverage a truly unique and very solid foundation. That foundation will equip the organization and the business community we serve to both evolve with and impact the economic, social and political changes that will take place over the next 125 years and, in doing so, retain its historical place and stature as the



Iain Black, president and CEO,
The Vancouver Board of Trade

largest and most active business organization in Western Canada,” he says.

“We’ll reach this goal not only through the efforts of our committed employees, but also through the strategic leadership and guidance of our board of directors, which is comprised of some of the top CEOs and business leaders that Canada has to offer.”

“We are indeed blessed.”

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Setting SMART goals for the new year

BY LISA WILLIAMS

If you haven't set your 2013 New Year's resolutions yet, then the time is officially here. Here are some tips to get you going and achieve success.

Set SMART goals. SMART goals are Specific, Measurable, Attainable, Relevant, and have a Timeline. Don't be afraid to be too detailed. This is applicable to all your new year's goals, whether it's related to health, fitness, career achievements, family plans, etc.

Write them down. Having goals written down or expressed in an external way is an important step in taking ideas and making them real.

Share your goals. The more people you tell – the more accountability you will have. And accountability is a big part of creating success in any endeavor.

Get support. Determine what kind of support you need to achieve success and get it before you start. Whether that is information, education, or moral support if you set this safety net up now, you'll be in much better stead to achieve your goals (especially big ones or ones you find especially challenging).

Be kind to yourself. Making lasting changes can be difficult. Be kind to yourself if you "fall off the wagon" and simply



Lisa Williams

get back on and continue the ride.

Have fun. Make sure that whatever your goal you make achieving it fun. Humans by nature are drawn to do things they enjoy – so if your goal has aspects you don't enjoy, think of ways you can make it enjoyable so you'll stick with it.

Lisa Williams is a Human Resources Specialist and the Director of Operations for LifeWorks Health Solutions. LifeWorks provides outsourced fitness wellness solutions to corporations of all sizes. Visit www.lwhs.com for more information.

Join the Race to End Prostate Cancer

Mt. Seymour Resorts and the Prostate Cancer Foundation BC will host the Acura Race to End Prostate Cancer on Jan. 31.

The Acura Race to End Prostate Cancer race is modeled on a charity golf tournament format, supports and raises awareness of a deserving cause, meet peers in the local business community and have a great day out.

The race is open to anyone who can ski or snowboard on intermediate terrain and racers will compete in teams of four with everyone completing two runs.

Awards will be presented to the team and individual who most accurately guess their times, the team with the most consistent times, the racer who most accurately guesses their time and the racer who has the most consistent times on each course.

"We're very excited to be able to share our facilities with the community, support a great cause and have some fun doing it," said **Jon Mosley**, Manager of Skier Development for Mt Seymour.

"We want to raise awareness because prostate cancer affects so many men and their families. Hosting this race is a way we can use our role as a commu-

nity-focused, family resort to do that and remain really true to our company philosophy."

George Evans, sales manager for North Shore Acura, said his company is proud to be a sponsor of the event.

"Come out and the raise awareness, test drive a new Acura, or just have a great time cheering on your team," said Evans.

There will cocktail reception and silent auction following the race. Mt Seymour is currently seeking donations for the silent auction.

Businesses making donations will receive recognition at the cocktail reception.

Prostate cancer is the second-leading cause of cancer death in Canadian men and the best chance for a cure is through early detection before the onset of symptoms.

Individual registration costs \$100 or \$350 for a team of four.

For more information, including how to register, visit www.prostatecancerbc.ca/events/. To make a donation for the silent auction, contact Jonathan Mosley at jmosley@mountseymour.com or call 604-986-2261 x245.

The Vancouver Board of Trade

Thank you sponsors!



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Stop ignoring the 'supertemp'

The case for interim management

BY ANDRÉ VAN REGENMORTEL

Picture the following scenario: your most critical management team member goes on maternity leave, and you worry how key projects can remain on track. Or, your list of strategic priorities stays evergreen, while your staff is just too busy with day-to-day tasks. An irrevocable fact of business life? Not necessarily.

Harvard Business Review called it "the rise of the super-temp," referring to executives who happily leave the C-suite — after a multi-decade successful track record — and manage temporary projects for external clients as an independent contractor.

The term interim manager is even broader, describing any top-level independent executive who is hired on a project basis to fill a gap or solve a strategic problem (derived from the Interim Management Association).

To date, interim management enjoys substantial and growing popularity in Europe, the U.S. and Eastern Canada, but hasn't made much inroad

west of Calgary as a key catalyst for change. This is unjustified, as the advantages for businesses are manifold. Consider the following:

1. No disruption to the organization, as critical temporary vacancies are filled immediately, and projects are taken on while others can continue to concentrate on their day to day jobs
2. Interim Managers hit the ground running, often being available within 5 days, being experts in their field, and possessing strong project management skills and business empathy
3. Unlike consultants, Interim Managers work as part of — not apart from — the organization, either as a temporary addition to the management team, or as a project manager with clear reporting lines
4. Interim Managers analyze and implement, not stopping at recommendations but actually realizing the change, another difference with consultants
5. Interim Managers are a-political and neutral, and can make difficult decisions as they have



André van Regenmortel

no stake in the endgame organization

So, next time when you are faced with a critical vacancy which cannot take months to be filled, or when you are unable to find a project manager internally for a key strategic initiative, reach out — there is high quality help available at very short notice.

André van Regenmortel is founder and CEO of Asturias Consulting Ltd. For more information visit www.asturiasconsulting.com

UBC launches Vancouver School of Economics

An expansion of Canada's top-ranked economics department will create the **Vancouver School of Economics** at the **University of British Columbia**, a new global centre for research and learning on the world's most pressing economic issues.

"UBC's Vancouver School of Economics will expand UBC's place as a global leader in economic policy," says Prof. **Michael Devereux**, the school's inaugural director and a research fellow of the **Bank of Canada**.

"This new centre will educate the next generation of global policy leaders — both those in Canada and other countries — and help to inform policy solutions for our challenging global economy."

With the expansion, UBC will add roughly 10 top global scholars, 328 economics student spaces and a unique new undergraduate degree. The four-year Bachelor of International Economics (BIE) will prepare students for leadership positions in the field of international economics. UBC's Sauder School

of Business will be a supporting partner for the BIE.

The program, which pairs international and domestic students together in small classes, will meet labour market demand for undergraduate level graduates with an in-depth understanding of global economics and commerce, and applied experience through research projects, exchange programs, internships and co-op placements.

The new faculty and students will join the school's 700 undergraduate and graduate students and more than 50 faculty focused on a wide range of topics, including banking policy, taxation effects, global macroeconomics, labour market and skills development and gender and environmental economics.

The BIE program is expected to begin in September 2013, conditional on approval by the B.C. Ministry of Advanced Education.

Learn more about economics at UBC: www.econ.ubc.ca, and the BIE at www.bie.econ.ubc.ca.





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Chetwynd

Chetwynd is located in the foothills of the eastern slope of the Rocky Mountains and is British Columbia's entrance to, and exit from, the energetic Peace River country. Situated at the junction of Highways 97 and 29 and the BC Rail mainline; Chetwynd is the natural transportation hub of the Peace River area.

Chetwynd is a great place to live. The community has homes for all ages and income levels, a variety of neighbourhoods and attractive parks throughout the city. The best news about living here: it's very affordable.

Demand for new residential lots is at the highest it has been in many years. Local developers and builders are actively working at satisfying the demand for new lots with development of several new subdivisions in the works.

The area is well known for its breathtaking scenery and countryside. The surrounding area offers mountains for hiking and skiing; lakes and rivers for swimming, canoeing and fishing, and a countryside and park system with some of the best camping, snowmobiling, hunting and wildlife spotting in Canada. The region has a diverse history, ranging from 90 million year old dinosaur tracks to the world famous World War II era Alaska Highway; hundreds of years of First Nations history and a century of European homestead history.

"If you are looking to enjoy the quality of life in a friendly, vibrant community with the amenities of a larger centre, Chetwynd is the place to be!"

Recent announcements for increased production from local coal mines, the resumption of wind project development, steady growth in the Montney gas field and the resurgence in the local forest industry have resulted in low unemployment levels. All our industries are recovering at the same rate, which has resulted in Chetwynd posting one of the fastest growing economies in BC.

When not working, Chetwynd residents take the time to enjoy the peace and serenity of the rural and wilderness areas, or, when choosing to stay in the community, take advantage of our urban amenities.

The newly expanded Chetwynd Recreation Centre offers swimming in the wave pool, skating in the arena or working out in the newly renovated fitness centre, just to name a few of the activities. Hunt and fish in the fall, hike, play baseball or explore our hiking trail system. During the winter, skiing is a short one hour drive to Powder King Ski Resort or you can visit our mountains for an exhilarating snowmobile ride. Chetwynd offers a variety of adventure experiences that are sure to thrill your senses and leave you wanting more!

QUALITY OF LIFE

What makes Chetwynd a great place to live?

- ✓ a four season playground with an abundance of activities for all ages
- ✓ recreation complex: curling rink, skating oval, ice arena, skateboard park, sports fields, fitness centre, track, weight room, racquet courts & climbing wall
- ✓ leisure pool: wave pool, waterslide, sauna, hot tub
- ✓ developed mountain biking and hiking trails
- ✓ home to the annual Chetwynd International Chainsaw Carving Competition

COMMUNITY SERVICES

Chetwynd Chamber of Commerce and Visitor Centre
www.chetwyndchamber.ca

Education
State-of-the-art education is provided through School District #59 (Peace River South) and Northern Lights College.
www.chetwynd.bclibrary.ca | www.sd59.bc.ca | www.nlc.bc.ca

Health Care
Northern Health Authority is responsible for the delivery of health care across Northern BC. A team of physicians provide care at the Chetwynd Hospital and Health Centre - a 12 bed facility with acute and long-term care beds. www.northernhealth.ca

www.gochetwynd.com T: 250 401 4113 E: calliou@gochetwynd.com









FortisBC signs landmark energy agreement with FNEMC

Agreement expected to increase energy efficiency and strengthen relations with B.C. First Nations

FortisBC recently announced the signing of a memorandum of understanding (MOU) with the **B.C. First Nations Energy and Mining Council (FNEMC)**, making energy self-sufficiency for First Nations communities a priority. It is the first time a privately-held energy company has signed such an agreement.

"This is a first-of-its-kind agreement that will strengthen the relationship between FortisBC and B.C. First Nations," said **Doug Stout**, vice president, energy solutions and external relations for FortisBC. "It gives us the opportunity to work with B.C. First Nations to optimize energy delivery to communities throughout the province, resulting in energy efficiency."

Under the terms of the agreement, the FNEMC and FortisBC agree co-operate to develop energy opportunities for B.C. First Nations communities, including increasing energy efficiency on First Nation land and paving the way to hire a certified energy auditor to assist

communities with energy efficiency programs.

Approximately \$100,000 annually will be earmarked to go toward conservation efforts.

"We are very excited to be working with FortisBC, since this is the first time B.C. First Nations have signed an agreement with a private energy company," said **Dave Porter**, chief executive officer for First Nations Energy and the Mining Council.

"This is an empowering agreement that will further the opportunities for First Nations in B.C."

Major highlights of the agreement include:

- Open and honest communication throughout all aspects of working together;

- Agreement that the consent of First Nations must be obtained before developing projects and activities affecting their communities;

- Working with the Canadian and B.C. governments to develop policy and implement solutions

affecting First Nations' energy issues;

- Helping the B.C. government meet its environmental and energy goals for the future;

- Monitoring and evaluation energy program and policy effectiveness ;

- Undertaking First Nations community relations and communications programs in order to inform B.C. First Nation's leadership of energy developments.

FortisBC and FNEMC's signing of the MOU was a natural next step for the two parties. Throughout its projects, FortisBC develops and builds mutually beneficial working relationships with B.C. First Nations communities, having previously developed a Statement of Principles for building relationships with Aboriginal peoples.

FortisBC is a regulated utility focused on providing safe and reliable energy, including natural gas, electricity, propane and thermal energy solutions. For more info visit www.fortisinc.com.

YVR welcomes new seasonal Vancouver-Munich route

Vancouver Airport Authority is pleased to announce **Lufthansa's** new daily seasonal non-stop service between Vancouver International Airport (YVR) and Munich Airport (MUC) — the only non-stop route from Vancouver to Munich.

The service will operate between May 16 and Oct. 5, 2013, and will complement Lufthansa's current strong performing Vancouver-Frankfurt route.

"We are extremely pleased that Lufthansa has decided to offer a new seasonal Vancouver-Munich route out of YVR," says CEO and President of Vancouver Airport Authority, **Larry Berg**.

"This route will enhance our European summer services, create positive economic growth for the province and will also help continue to bolster trade and tourism with the European market."

It is estimated that the Vancouver-Munich route will create 131 new jobs and will contribute 8.7 million dollars to B.C.'s GDP during its initial six month daily service. The new service is also estimated to generate nearly 15,000 visitors to B.C. The new

service will provide opportunities for local businesses and organizations to directly reach customers, suppliers and investors in Europe.

Munich is one of Vancouver's top ten European markets for passengers departing and arriving from YVR and is a primary hub to connect with Europe and Africa. During the summer peak period, YVR's current European services operate at over 90 per cent passenger capacity. The new Vancouver-Munich route will provide a welcome addition to YVR's trans-Atlantic offerings.

Vancouver Airport Authority is a community-based, not-for-profit organization that operates Vancouver International Airport. Canada's second busiest airport, YVR served 17 million passengers in 2011 and handled more than 258,000 aircraft landings and take-offs on its runways.

Sixty-three airlines serve YVR, connecting people and businesses to more than 100 destinations in Canada, the U.S. and around the world.

For more information visit www.yvr.ca.

The Vancouver Board of Trade

2013 BMO Economic Outlook Forum: Fast Forward to the Future

Thursday, January 17, 2013

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Choosing the right accountant

BY MARK HOAG

Whether your business is just getting started or has been operating for a number of years, a qualified accountant can be invaluable to you and your business.

When choosing an accountant your objective should be to establish a long-term relationship so that your accountant can grow with your business and utilize the knowledge they have gained from working with you to help with long term business and tax planning. As such, here are a few things to think about when choosing an accountant.

What type of clients does the accountant serve?

You want to be sure an accountant has experience in your industry and with your type and size of business. The tax and accounting issues that an owner managed business faces are quite different from those that are faced by a public company. It is not unreasonable to ask the accountant for references for whom you can contact to find out if the clients are satisfied with the accounting services they are receiving.

What services does the ac-

countant provide?

Does the accountant provide the services you need now and in the future? You may only need an accountant to help with basic tax planning and compliance in the beginning but as your business grows your tax and accounting needs will likely grow as well. For example, if you are looking to expand your business into the United States can the accountant provide guidance on the U.S. tax implications. Or, if you are looking at buying a new business or selling your business you will want an accountant who can provide these specialized tax planning services.

Does the accountant work alone or as part of a team?

There are advantages to having a one-on-one relationship with your accountant, however if your accountant does not have other resources they may not always be available to address your needs.

What is the accountant's fee range?

It can be difficult for an accountant to give a precise fee quote before the work begins as issues may arise that were unexpected, however, the accountant should be able to give you a rea-

sonable estimate of the costs depending on the type of work you need them to perform. Though fees are important, it is the quality of the services provided that will be the most valuable.

Take time to meet in person with any prospective accountant

As discussed above, you want to establish a long term relationship with your account and as such you need to feel comfortable with the relationship. A face to face meeting gives you the best opportunity to determine if the accountant will be a good fit for you and your business.

Finding a qualified accountant that you trust and communicate well with will provide significant benefits to you and your business, now and in the future, by providing strategic financial and tax advice.

Mark Hoag is a member of The Vancouver Board of Trade's Small Business Council, The Board's Government Budget and Finance Committee, and a partner with KNV Chartered Accountants LLP, a CA firm providing accounting and taxation services to owner managed business.

LOT mentorship program creates opportunities

BY JONATHAN SUE

Picture this scenario: you're a post-secondary student. You're interested in a certain company, so you decide that you're going to cold call their President and ask him to chat for five minutes. Not about a business opportunity, mind you – all you'd like to do is shoot the breeze with him or her.

This situation might seem unrealistic to you, but it's something that can happen every week if you're a participant in **The Vancouver Board of Trade's Leaders of Tomorrow (LOT)** program.

As a newly minted member, the first thing I've noticed is how everyone I've met has been very receptive, from industry experts to business leaders. These are individuals that certainly don't owe me or other students even a minute of their time, but they are incredibly gracious in spite of our (sometimes) awkward attempts to network and connect with them at various events.

In addition to meeting these

influential Vancouverites, one of the most enjoyable aspects has been meeting my fellow LOT participants.

It's fascinating that we all have different backgrounds, different skill sets, and different aspirations, yet we're all bound by the same desire to be active members of the business community.

I'm sure that I have much to learn and plenty more people to meet over the next 10 months. It should continue to be exceptionally exciting. After all, this is no mere scenario – the opportunity to become a "Leader of Tomorrow" is very much real.

The Leaders of Tomorrow (LOT) is a program of The Vancouver Board of Trade supporting students in the areas of mentorship, networking, leadership and volunteerism. LOT has engaged more than 1,600 students to date and contributes more than 8,000 volunteer hours to the community annually. To learn more or discover how your organization can get involved visit www.leadersoftomorrow.com

The Vancouver Board of Trade

Governors' Banquet and Rix Center Awards 2013

Monday, April 29, 2013

Vancouver Convention Centre — West



Council of Governors Inductee

Wendy Lisogar-Cocchia
President and CEO, Century Plaza Hotel & Spa, Absolute Spa Group



The Rix Award for Engaged Community Citizenship

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Setting goals? Maybe you should be tweaking

BY LISA MARTIN

Goal fatigue. It's that vaguely cynical, slightly weary feeling that may overcome you when you are asked about your work and personal goals for this New Year. Goal fatigue afflicts most people I come across as a leadership coach. It's the result of too much goal-seeking and too much resolution-making and breaking.

Academics and psychologists have been talking about this for years. Goals don't always motivate you to achieve. They don't necessarily create sustainable change. And – this finding is a doozy – even if you knock those goals out of the park, they don't necessarily cause satisfaction or happiness.

I've coached thousands of people and noticed a remarkable repeating pattern. People pick goals without realizing something is seriously amiss: the goals they've set are accidentally out-of-synch with who they really are.

Why? Goals tend to focus on narrow, isolated achievements (i.e. "I want a salary increase" or "I want to work out 4

times a week') rather than connecting with the bigger picture of your life and who you are as a whole person.

Because of this, goals are often disconnected from what really motivates you.

It's very possible that you've been choosing goals based on some ideal of what you think you should want instead of what you really, really want deep down. And this ends badly. December comes around and you find yourself reflecting on goals gone by the wayside instead of celebrating all of the amazing change you created. Maybe you even serve yourself up a big fat piece of guilt pie for what you haven't accomplished.

I've been helping high-achievers become high-thrivers at work, home



Lisa Martin

and play for the past 15 years, and what I know is that goal-seeking is often the nemesis of significant and sustainable change.

That's why I coach people to "tweak." Tweaking is the antithesis of goal-seeking. It's a way of creating meaningful change through gradual, gentle actions that you can actually sustain. Tweaks are not "small goals." They are actions that align with the bigger picture of your life: your values.

As you add more 'tweaks' to your life throughout the year, they build upon each other, gathering steam like a locomotive. Gradually you have more of what matters in life (whatever that is for you... family time, career advancement, community, health, etc.).

So, the question is, are you thriving,

or just achieving? Read the following statements and answer true or false for each one.

- 1) Even if I am physically tired, I am internally energized and satisfied.
- 2) I look forward to going to work in the morning and coming home at night.
- 3) I know exactly what leadership and life success means to me.
- 4) I believe I make a positive contribution to the world.
- 5) I have meaningful relationships with others.

If four or more of these statements are true for you, congratulations, you are on your way to thriving. If not, it might be time to toss goal-seeking out the window and instead try tweaking your way to a thrive-focused life in 2013. It is a change worth making.

Lisa Martin is a leadership coach, speaker and author who helps people thrive on their own terms. She is also a member of the Women's Leadership Circle Advisory Council. Her online program, The Thrive Guide, is available on her web site at www.lisamartininternational.com.

Media, images, and responsibility

BY DARLENE FORST

What is the power of the media, and who holds it?

The proliferation of alternative forms of information over the past twenty years has diluted the power of traditional broadcast and print, making the answer more difficult.

The plummeting price of technology democratizes the creation of media messages and empowers everyone with a smartphone and email account.

Former media consumers have become media creators, consequently inheriting responsibility for the content of the messages each of us sends out and, as importantly, chooses to receive.

Are we aware of the power we now hold, and are we responsible enough to wield it?

Mark your calendars for the evening of Jan. 17. In response to demand after our sold-out July 2012 event, **The Vancouver Board of Trade's Women's Leadership Circle** is proud to announce a screening of the film *Miss Representation* in partnership with the

Hari B. Varshney Business Career Centre at the **UBC Sauder School of Business**.

This film is a catalyst for intense thought and interaction, and the viewing is structured to enhance both. An insightful panel discussion will immediately follow the screening and will include audience participation.

Bring your friends (male and female), your partners, and your children; the discussion sparked by viewing this film benefits from the full engagement of women and men, experience and youth.

Tickets are available now at www.boardoftrade.com and www.sauder.ubc.ca/bcc/miss_representation.

Darlene Forst is President and Senior Producer at Skydance Entertainment, Founding Partner of Rainkickers.com, and Chair of the WLC Advisory Council Events Committee. She will be a Jan. 17 panellist along with Bob Elton, former CEO of BC Hydro and member of the Minerva Board of Directors, and Candace Newton, Radio/Television Producer and Co-Founder of LivingNew Productions.



Darlene Forst



MARK YOUR CALENDARS FOR THESE WLC EVENTS

THURSDAY, JANUARY 17, 2013 — 6 p.m.

Miss Representation Film Screening and Panel Discussion

Women's Leadership Circle® in partnership with The Sauder School of Business' Hari B. Varshney Business Career Center is holding a special screening of the award winning documentary film *Miss Representation*.

Start the New Year off right by sharing an evening with friends, colleagues and the students in your life. **Tickets \$15**



TUESDAY, JANUARY 22, 2013 — 7:15 a.m. – 10 a.m.

Real Estate Panel 2013: Western Canadian Urban Development

with Breakfast Keynote: Dianne Watts, Mayor, City of Surrey

Join a WLC table for this event.

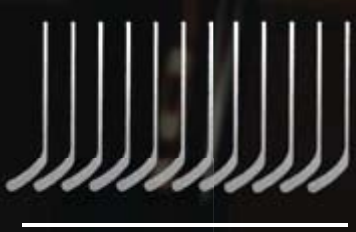
THURSDAY, JANUARY 31, 2013 — 7:15 a.m. – 2 p.m.

The Oil Sands Story: Following Bitumen From Mining to Market

Join a WLC table for the luncheon at this event.

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30
SECONDS

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17,623
PLAYERS WILL
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